SFATs: Working Themselves Out of a Job
PAGE 22

Army Bands: Rocking Into the Future
PAGE 30

Army Takes Home 43 Medals at Warrior Games
PAGE 48

NCO JOURNAL

VOL. 21, NO. 6 · **JUNE 2012**

FEMALE ENGAGEMENT TEAMS

PAGE 14

CONTENTS

June 2012

FEATURES

DEPARTMENTS

ON THE COVER: Sgt. Halley Post, a medic with the Female Engagement Team of the 1st Cavalry Regiment, 2nd Brigade Combat Team, 4th Infantry Division, prepares to enter a village in the Shah Wali Kot district of Afghanistan during an air assault mission in August.
PHOTO BY CAPT. KATHERINE JENERETTE

NCO JOURNAL

The Official Magazine of NCO Professional Development

VOLUME 21, NUMBER 6

Published monthly at the United States Army Sergeants Major Academy

The NCO Journal (ISSN 1058-9058) is published monthly by the U.S. Army Sergeants Major Academy to provide a forum for the open exchange of ideas and information pertinent to the Noncommissioned Officer Corps; to support training, education and development of the NCO Corps; and to foster a closer bond among its members. Views expressed by individual authors are not necessarily the official views of or endorsed by the U.S. Government or the Department of the Army.

The secretary of the Army has determined that the publication of this periodical is necessary in the transaction of the public business as required by the law of the department. Funds for printing this publication were approved by the secretary of the Army in accordance with the provisions of Army Regulation 25-30.

Periodicals postage paid at Fort Bliss, Texas, and additional mailing offices.

The NCO Journal
U.S. Army Sergeants Major Academy
Attn.: ATSS-SCN, 11268 SSG Sims St.
Fort Bliss, Texas 79918-8004
(915) 744-1046 · DSN: 621-1046
http://www.facebook.com/NCOJournal

It's everyone's job to stop assaults, hazing

BY COMMAND SGT. MAJ. DONNA A. BROCK U.S. Army Medical Command

I want to discuss three topics we all have an individual responsibility to eliminate: sexual assault, sexual harassment and hazing. Not taking action, no matter in or out of uniform, goes against our seven core Army Values.

From our first days in Basic Combat Training, we are drilled on the importance of loyalty, duty, respect, selfless service, honor, integrity and personal courage. From this point forward, it's our responsibility — no, it's our duty — to live these values in everything we do.

One might ask, "What is the difference between sexual assault and sexual harassment?" Though related, they're not the same.

Sexual harassment is a form of gender discrimination that involves unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature. Sexual assault refers specifically to rape, forcible sodomy, indecent assault or carnal knowledge as defined by the Uniform Code of Military Justice.

The acronym SHARP stands for Sexual Harassment/Assault Response and Prevention program, which reinforces the Army's commitment to eliminate incidents of sexual assault through a comprehensive policy. The policy centers on awareness, prevention, training, education, victim advocacy, response, reporting and accountability.

The goals of SHARP are to create a climate that minimizes sexual assault incidents among all Army personnel and family members, to create a climate that encourages victims to report incidents of sexual assault without fear of retaliation, to establish sexual assault prevention training and awareness programs to educate Soldiers, to ensure sensitive and comprehensive treatment to restore victim's health and well-being, and to ensure leaders understand their roles and responsibilities and thoroughly investigate allegations of sexual assault and take appropriate administrative and disciplinary action.

Another topic I want to address is hazing.

Lt. Gen. Patricia D. Horoho, the Army surgeon general and commanding general of the U.S. Army Medical Command, and I strongly echo the recent emphasis that Leon E. Panetta, the secretary of defense, and Gen. Martin E. Dempsey, the chairman of the Joints Chief of Staff, have placed on this topic.

We as professionals have a personal obligation to prevent hazing and ensure we treat our Soldiers with dignity and respect. Just like sexual harassment and sexual assault, hazing is not compatible with the Army Values we live by as Soldiers. The very foundation of what we do depends on trust, and trust depends on the equitable and fair treatment of all Soldiers. Hazing in any form has no place in our Army and will not be tolerated.

As we all know, hazing is nothing new, and is explicitly prohibited by Army regulations and the Uniform Code of Military Justice. Let it be known that individuals who participate in, allow or condone hazing will be subject to disciplinary action that may include non-judicial punishment or a court-martial.

Spc. Hannah McLauchlan (left) of the 440th Medical Blood Support Detachment talks with Command Sgt. Maj. Donna Brock on April 16 during a visit by surgeons general from the Army, Navy and Air Force and their senior enlisted advisors to Bagram Air Field, Afghanistan. PHOTO BY CAPT. ADDIE RANDOLPH

Our core values are essential components to who we are as Soldiers in the best Army in the world. I highly encourage all Soldiers to embrace these values and to have the intestinal fortitude to correct a wrong when it's seen. That's what we do, because that's who we are.

Command Sgt. Maj. Donna A. Brock is the command sergeant major of the U.S. Army Medical Command and senior enlisted advisor to the Army surgeon general.

News and information NCOs need to

BE, KNOW, DO

NCO JOURNAL

Region-aligned units to begin

10th Mountain Division BCT will pilot concept

BY ROB McILVAINE
Army News Service

The Army will begin implementing a regionally-aligned force concept next year to better support combatant commanders, the service's chief of staff announced May 16.

Gen. Raymond T. Odierno made the announcement at a Pentagon press conference as he outlined the Army's vision for the future to meet the tenets of the Department of Defense Strategic Guidance signed by the president in January. He said the Army will transition to a more lean, agile, adaptive and innovative component of the joint force.

The regional alignments are part of that vision, and the concept will begin with a pilot program involving a brigade combat team from the 10th Mountain Division aligned with U.S. Army Africa Command, Odierno said. This will be followed by more units aligned to other theaters, he said.

"The regionally aligned forces concept will be especially important in the Asia-Pacific region as we move forward, home to seven of the 10 largest armies," Odierno said, adding that enduring commitments in some theaters may warrant rotational units in the future.

About 92,000 Soldiers are currently deployed in support of operations, he said, and 68,000 of those are in Afghanistan.

"First, our Army Force Generation, or ARFORGEN, process has served us well in meeting our demands over the last several years in Iraq and Afghanistan. But with operations in Iraq complete and ongoing transition in Afghanistan, we will have the opportunity to adapt this process to be more wide-ranging,

REGIONS CONTINUES ON PAGE 7 →

▲ Sgt. 1st Class Grady Hyatt of U.S. Army Africa leads an after-action review with soldiers from the Ghana Army. Hyatt worked with Ghanaian troops as part of the ongoing Africa Contingency Operations Training and Assistance program to prepare for possible future United Nations deployments. PHOTO COURTESY U.S. ARMY AFRICA

Law allows Reservists to respond to disasters

BY DONNA MILES
American Forces Press Service

New authority in this year's Defense Department authorization act allows Army, Navy, Air Force and Marine Corps reserves to be called to duty in response to natural disasters or emergencies in the homeland. They can now also be mobilized for extended periods to support theater security missions around the world.

Except for a crisis involving a weapon of mass destruction, the reserves historically have been prohibited from providing a homeland disaster response, Lt. Gen. Jack C. Stultz, the Army Reserve chief, told reporters May 14.

That job was reserved for the National Guard, which state governors could call up as needed to support civil authorities. If additional forces were required — as when Hurricane Katrina devastated the Gulf Coast in 2005 — active-duty service members became the federal default force.

That's long been a frustration to Stultz, who saw no sense in bypassing local reserve members simply because they operate under federal Title 10 authority and not state Title 32 authority.

"In a lot of cases, there were reserve-component Soldiers, sailors, airmen and Marines who were close at hand with the capabilities needed, but didn't have the authority to act," he said. "Finally, we got the law changed. This new legislation says that now we can use Title 10 reserves."

For reserve forces to be used, the law specifies that the president must declare an emergency or disaster and a state governor must request the assistance. Civil authorities will remain the first responders, and when they need military support, National Guard forces will be the first to step in when called by their state governor. But now, when a situation also demands a federal response, reserve forces can step in to assist for up to 120 days.

Stultz participated in a recent U.S. Army North exercise that helped to test the concept. The scenario involved two hurricanes hitting the United States almost simultaneously, requiring a federal response. The exercise helped participants work through the procedures that would be involved in calling Title 10 forces to duty, Stultz explained.

He said now is the time to get such procedures and processes worked out. "Let's not wait until a hurricane hits to say, 'How do we do it?'" he said.

Another change in the 2012 authorization act allows Title 10 reservists to be called to duty to support unnamed overseas contingencies. The reserves, and particularly the Army Reserve, have a long history of deploying members for medical, engineering and other missions to support theater engagement and security cooperation efforts.

Typically, they did so as their annual training, which generally limits their engagements to 21 to 29 days, Stultz said. That could be particularly limiting when the missions are in far-flung parts of the world, he said, sometimes reducing time on the ground to as little as 14 days before the reservist had to pack up and return home.

"With this new authority, now we can send them down for much longer periods of time," Stultz said.

VERBATIM

"[During Hurricane Katrina,] there were Army Reserve trucks sitting idle behind fences, and because of how the law was written, there was nothing we could do to help. The change will allow us to provide capabilities based on the scope and nature of the disaster or emergency."

— COMMAND SGT. MAJ. MICHAEL D. SCHULTZ, command sergeant major of the U.S. Army Reserve, on the new law.

NATO: Missile defense system operational

During its first session May 20 at the 25th NATO Summit in Chicago, the alliance's senior governing body declared operational the missile defense system it endorsed at its November 2010 summit in Lisbon, Portugal. Anders Fogh Rasmussen, NATO's secretary general, characterized the accomplishment as true trans-Atlantic teamwork.
"Our system will link together missile defense assets from different allies — satellites, ships, radars and interceptors — under NATO command and control," he said. "It will allow us to defend against threats from outside the Euro-Atlantic area."
More: http://j.mp/jn12nato

Report: 'Don't ask, don't tell' repeal a success

A new report shows the repeal of the "Don't Ask, Don't Tell" law is being implemented successfully in the military, Defense Secretary Leon E. Panetta said during a news conference May 10. The repeal of the law banning gay and lesbian people from open military service took effect Sept. 20. Panetta said he received the report on repeal implementation May 9, and it shows repeal is going "very well" and according to the department's plans. "It's not impacting on morale. It's not impacting on unit cohesion. It is not impacting on readiness," he said. More: http://j.mp/jn12dadt

Army seeks invention award nominations

Aimed at recognizing new and innovative technologies that empower, unburden and protect Soldiers around the world, the Army's Greatest Inventions program is now accepting nominations for this year's awards. Since 2003, Army Materiel Command has conducted the program to encourage and reward those who develop the best technology solutions for Soldiers. Nominated

BRIEFS CONT. ON PAGE 7 →

Be safe this summer

Officials: Leaders should explain risks of driving, swimming

BY SGT. 1ST CLASS TYRONE C. MARSHALL JR.
Armed Forces Press Service

As summer begins, Defense Department officials want military members and civilian employees to think about safety during their recreational pursuits, said Joseph J. Angello Jr., the department's director of operational readiness and safety.

Whether taking a road trip, swimming, or riding a motorcycle, Angello wants service members, their family members and DOD civilians to be aware of risks associated with such activities.

Highway fatalities, particularly from motorcycle accidents, make up the majority of summertime deaths, he said. However, he added, recent trends indicate that the number of summer fatalities is decreasing. For example, last summer's 92 deaths between Memorial Day and Labor Day was less than the 124 summertime fatalities in 2008.

Fatal summertime accidents are a tragedy, not only for the deceased but also for "their families, friends and units," Angello said.

Other major risks, he said, include driving when tired or distracted. Driving demands concentration and people need to drive defensively and undistracted, he added.

"During the summer, people are [changing duty stations], traveling, seeing family, taking vacations," Angello said. "These are supposed to be good times and relaxing. But there are risks on the road."

Command Sgt. Maj. Richard D. Stidley, command sergeant major of the U.S. Army Combat Readiness/Safety Center at Fort Rucker, Ala., said that Soldiers not wearing seat belts is the most often heard complaint he hears when visiting units throughout the Army.

"During all my years as an NCO, I've heard every excuse imaginable from Soldiers who willingly choose not to wear their seat belts," he wrote in a March message to Soldiers. "Enforcing standards saves lives and engaged leadership works. Driving is a privilege, not a right, and as leaders, we have the power of both corrective action and corrective training. … Use that power wisely and every time it's needed."

Other summer safety basics include going swimming with a friend, and only when lifeguards are on duty, Angello said. "Everyone should know how to swim," he said, adding that the military had 13 swimming deaths last year.

But regardless of the summertime activity, using the buddy system is important, he said, especially to prevent drinking while driving.

"If we're watching out for each other and your buddy is drinking, and he's [about to drive], take away his keys," Angello said. "We've got to remember that. He's your co-pilot, your battle buddy. You've got to take care of each other, plan, think ahead, and take responsibility."

Using "the military mindset" to realize potential risks in advance is critical to staying safe while participating in summertime activities, he said, noting some situations call for personal courage in the presence of peers when faced with risky situations.

"You've got to have the foresight to say, 'If I don't say no, I might not get the opportunity again [because] I might be dead,'" Angello said.

Making smart responsible decisions helps to prevent personal tragedy and grief to loved ones, he said.

"You've got responsibilities in life to those you love and to this nation," Angello said. "The life you save is not just your own. There are people who love and depend on you."

◀ Staff Sgt. Rebecca Box closes her eyes after coming to an abrupt halt during the 3rd U.S. Infantry Regiment (The Old Guard) safety day May 23, 2011, at Joint Base Myer-Henderson Hall, Va. Box learned the importance of seat belt safety when sitting in the "Seat Belt Convincer," a simulator that allows riders to feel the forces the body experiences when in a 5 to 7 mph crash. PHOTO COURTESY OF THE 3RD U.S. INFANTRY REGIMENT

Panetta: DoD hasn't forgotten about sergeant held captive

BY KAREN PARRISH American Forces Press Service

The Defense Department is doing everything possible to secure the return of an Army sergeant who has been in Taliban hands for nearly three years, Defense Secretary Leon E. Panetta said May 10.

During a Pentagon press conference, Panetta responded to questions about Sgt. Bowe Bergdahl, whose parents spoke with reporters earlier in the week about their son's captivity. Panetta said his heart goes out to the Bergdahl family.

Bergdahl in 2009

"We certainly understand the concerns of the family, and we share the concerns about Bergdahl and the importance of getting him returned," Panetta said. "And we're doing everything possible to try to see if we can make that happen."

Bergdahl, 26, from Hailey, Idaho, has been missing since June 30, 2009, when his unit in Afghanistan noted his absence from roll-call. Bergdahl, who was a private first class when he was captured, is assigned to 1st Battalion, 501st Infantry Regiment, 4th Brigade Combat Team, 25th Infantry Division, Fort Richardson, Alaska. The Army has promoted him twice during his captivity. Bergdahl is the only U.S. service member known to be in enemy captivity.

Army Gen. Martin E. Dempsey, chairman of the Joint Chiefs of Staff, said at the same press conference that he has met with members of the sergeant's family in his office and has corresponded with them and other family members several times.

"I understand their concerns," Dempsey said. "And I can assure you that we are doing everything in our power using our intelligence resources across the government to try to find [him]."

"I'll give you one vignette," he added. "If you go to the [U.S. Central Command] command center … conference room, there's [a] four-by-six foot poster of Bowe Bergdahl sitting in front of the podium to remind them — and therefore us — every day that he remains missing in action. I can assure you of that."

← REGIONS CONTINUED FROM PAGE 4

especially as we rebalance toward the Asia-Pacific region," Odeirno said.

The intent of this new process, he said, will be to focus units during their training cycle on specific mission profiles and unique environmental characteristics that will make them available to specified combatant commanders for employment.

"In today's increasingly uncertain and complex strategic environment, we must ensure that we sustain a diverse mix of rapidly deployable capabilities, adapt processes to reflect a broader range of requirements, and (provide) options to our national security decision makers," Odierno said.

As the Army reduces two forward-stationed brigade combat teams in Europe over the next two years, he said it will leverage prepositioned equipment and multilateral training exercises to promote regional security and sustain relationships with NATO and other European allies.

"As the Army's end strength reduces over the next five years, it is important to note that this leaner Army will be vastly more capable than our pre-9/11 Army," Odierno said.

Also, he said, with 10 years of hard-earned combat experience, the Army will continue to increase its Special Operations force capacity.

"We have significantly increased our ability to conduct intelligence, surveillance and reconnaissance. We've increased our aviation assets to support worldwide missions and responsiveness around the world. We continue to increase our cyber capability as we move forward, and we continue to look at other capabilities in order to move forward."

← BRIEFS CONT. FROM PAGE 5

inventions could have been initiated by Soldiers or by the Army science and technology community. The inventions must have been "first fielded" during calendar year 2011, and nomination packets must arrive no later than July 6. More: http://j.mp/jn12invent

Army Ten-Miler sells out in record time

This year, the Army Ten-Miler, the third-largest 10-mile race in the world, filled its 30,000-runner field in record time. Race officials announced that the 28th annual race shattered all previous race registration records for both the priority and general registrations. "The race continues to gain in popularity and sells out in record time year after year," said Jim Vandak, race director. "We are genuinely grateful to all of our loyal runners for supporting the Army's race. They are the true spirit of the sport." The highly anticipated race will take place Oct. 21, starting and finishing at the Pentagon. Runners will pass national landmarks, such as the Lincoln Memorial and the Washington Monument.
More: http://j.mp/jn12tenmiler

Errata: Retention Control Points

In the March 2012 issue of the NCO Journal, it was misstated in the article, "Retaining the Best, Transitioning the Rest," that the retention control point for staff sergeant was 15 years time in service. The retention control point for staff sergeant is actually 20 years time in service. The current Army retention control points (in years of time in service):

PVT–PFC	5	SSG (P)	26
CPL/SPC	8	SFC	26
CPL/SPC (P)	12	SFC (P)	29
SGT	13	1SG/MSG	29
SGT (P)	15	1SG/MSG (P)	32
SSG	20	CSM/SGM	32

We regret the error and apologize for any confusion.

Most 'green-on-blue' not due to Taliban

BY SGT. 1ST CLASS TYRONE C. MARSHALL JR.
American Forces Press Service

The Defense Department believes recent incidents in which members of the Afghan National Security Forces have attacked coalition trainers are individual acts of grievance, a DOD spokesman said May 11.

"It's often difficult to determine the exact motivation behind an attacker's crime because they are, very often, killed in the act," Navy Capt. John Kirby, deputy assistant secretary of defense for media operations, told reporters at the Pentagon.

Kirby said these "green-on-blue" types of attacks have been tracked only since 2007. Fifty-seven such attacks have occurred during this time, he said.

"We believe that less than half, [about] three to four out of every 10 [attacks], is inspired, or resourced, or planned or executed by the Taliban or Taliban sympathizers," he said.

The majority of attacks are acts of individual grievance, he said.

"You know how seriously affairs of honor are to the Afghan people. We believe, again, that most of these [attacks] are acted out as an act of honor."

Regardless of the motivations, Kirby emphasized the attacks leave lasting impressions on the families of the service members who've been killed.

"We believe the majority of all of them are individual acts of grievance, but look, that doesn't lessen the pain for family members who suffer from this," he said. "It doesn't lessen the importance of it whether it's an act of infiltration or not.

Study: Soldiers overwhelmingly prefer lighter version of SAW

BY ERIC KOWAL
Research, Development and Engineering Command

A study presented in March revealed that all Soldiers participating in a military utility assessment held at Fort Benning, Ga., last September immediately noticed the reduced weight of a prototype light machine gun, and most would prefer it to the current squad automatic weapon used in battle.

The light machine gun, known as the LMG, is part of the Lightweight Small Arms Technologies program at the U.S. Army Armament Research, Development and Engineering Center at Picatinny Arsenal, N.J.

In September, nearly 20 Soldiers participated in a two-week assessment of the LMG. The purpose of that event was to help engineers and developers understand and validate any adjustments or improvements the weapon and its unique ammunition may need. Another purpose was to demonstrate its potential impact on mission effectiveness.

The results of the study were presented March 13 to a group of military and civilian personnel interested in the program during an LSAT Leadership Familiarization Shoot at Marine Corps Base Quantico, Va.

More than 25,000 rounds were fired from eight prototype LMG's during the September assessment, and participating Soldiers overwhelmingly preferred the LMG to the M249 SAW, the machine gun currently used in Afghanistan.

Fifteen of the 19 Soldiers who participated stated that, if given a choice, they would rather take the LMG to war over the M249.

The study also revealed a significant reduction in the time it took the Soldiers to zero the LMG compared to the M249 SAW. Zeroing the weapon means customizing it for a more accurate shot.

The Soldiers had to qualify on a known-distance range with both the SAW and the LMG. One Soldier repeatedly failed to meet qualification standards while firing the SAW, but passed on the first try with the LMG.

◀ **Spc. Timo Swaner engages a close-range target with the light machine gun during a military unit assessment last September at Fort Benning, Ga.** PHOTO BY ERIC KOWAL

Armor chief wants more Ranger tabs

High optempo leads to few cavalry scouts at Ranger School

BY VINCE LITTLE Fort Benning Bayonet

Now that the U.S. Army Armor School has planted new roots at the Maneuver Center of Excellence at Fort Benning, Ga., it has a new mission: get more cavalry scouts into Ranger School.

Facing a shortage of Ranger-qualified Soldiers in the 19D military occupational specialty, Brig. Gen. Thomas James, the Armor School commandant and chief of armor, has made a push to close the significant gap, school officials said. The Army is only filling 17 percent of its authorized slots.

Part of that is due to the high operations tempo in Afghanistan and Iraq during the past 10 years, said Sgt. Maj. Gregory Proft from the chief of armor's office. Now, the organization wants to heighten awareness and get the Army's top cavalry scouts — specialists, sergeants and staff sergeants, in particular — more interested in earning a Ranger tab.

"They're the future of our Army," Proft said. "Our leaders have to identify the windows when they can send their guys to school, because the opportunity exists. But it's also important that leadership selects the right Soldier. Leaders must be able to identify the guy who's motivated and intelligent with the potential and drive to complete the course."

Cavalry scouts can reap many professional and personal benefits by graduating from Ranger School, Armor officials said. It broadens a Soldier's military parameters and knowledge while opening up assignment possibilities for top performers and high achievers in the career field. In addition, only a Ranger-coded noncommissioned officer can serve as an instructor in the Ranger Training Brigade.

Proft said the Army's structure has evolved toward a combined-arms maneuver fight. Armor and cavalry Soldiers are now routinely assigned to armored, infantry and Stryker brigade combat teams.

"You're going to learn how to maneuver with the infantry. It's made us a better asset for both sides and made us all a better fighting force," said 1st Sgt. Norbert Neumeyer of B Troop, 1st Squadron, 16th Cavalry Regiment, who graduated from Ranger School three years ago at age 41. "We need to pick out people who are hungry and set them up for success. If a Soldier is hungry, you've got to feed that fire. It's going to make you more marketable and able to fit in more places. It's an opportunity we should not pass up."

The Armor School's move to Fort Benning and the MCoE has made it easier, he said. Soldiers have the option of attending the Warrior Training Center's Pre-Ranger Course on Harmony Church, which is in place to help curb the attrition rate at Ranger School.

"You have the ability to get acclimated here, and there's less chance for failure," Neumeyer said. "You can train up in the environment you'll be going to school at. I went in knowing I was coming out with a Ranger tab. I made that clear to myself and my unit."

Infantrymen, cavalry scouts and tankers all must be aligned on the modern battlefield, said Sgt. 1st Class Mason Livingston of G Troop, 5th Squadron, 15th Cavalry Regiment. He graduated Ranger School in 2008 and said it builds stronger leaders with more credibility in the ranks.

"Our leadership needs to recognize the potential in Soldiers," he said. "But if you're going to question yourself or have a quitter's mentality, you're not going to make it."

▲ **A student climbs an obstacle last August at the Ranger School at Fort Benning, Ga.** PHOTO BY JOHN HELMS

What every sergeant major should know

Board meets to recommend changes to top NCOES course

BY JONATHAN (JAY) KOESTER NCO Journal

Leaders at the U.S. Army Sergeants Major Academy at Fort Bliss, Texas, are always working to guarantee the academy is providing the best education to the full gamut of Army NCOs. The week of May 14, a team of 11 Army leaders from around the world gathered at USASMA to help do just that.

The Sergeants Major Course Critical Task Site Selection Board spent the week voting on the importance of 166 tasks and whether those tasks should be taught in the Sergeants Major Course or be moved to the Structured Self-Development system. The tasks were a compilation of those included in the current curriculum of the Sergeants Major Course and those in the Universal Critical Task List created by U.S. Army Training and Doctrine Command.

The board used five criteria to vote on all the tasks: training priority, frequency of performance, probability of deficient performance, consequence of inadequate performance and required level of proficiency. Based on that, the board also voted on whether the tasks should be taught in the Sergeants Major Course or be included in SSD 4 or SSD 5.

By the end of the week, the board had "highly recommended" 48 of those tasks for inclusion in either the Sergeants Major Course, SSD 4 or SSD 5, and another 107 were "recommended," said Sgt. Maj. Mark Hill, chief analyst in the directorate of training, doctrine and education at USASMA. Only 11 of the items on the task list were "not recommended" by the board to be included in the training.

Of the 155 tasks recommended to be part of the education for sergeants major, 106 of the tasks were recommended to be taught in the Sergeants Major Course, with the other 49 recommended for SSD. Of the 48 "highly recommended" tasks, only five are not already part of the course training, Hill said.

"In the first initial analysis, this is a verification that we're really on the right track with the Sergeants Major Course, with a few adjustments to be made," Hill told the board during an out-briefing at the end of the week.

John Sparks, director of TRADOC's Institute of NCO Professional Development, though not a member of the 11-member board, did take part in the out-briefing and agreed the course has remained vital.

"I think one of the things the Sergeants Major Academy has been able to do is focus on the correct expectations," Sparks said. "What do we want a sergeant major to be able to do? I think they have stayed true to that ideal."

Sparks expressed to the group his worry that throughout the NCO Education System, not enough preparation is happening before NCOs arrive at NCO academies. He said he talks to students every week at different NCO academies and finds that most have arrived at the institution without their sergeant major or first sergeant talking to them about what to expect and ensuring they are ready.

"I don't want to get to the point where SSD is the 55-gallon trash can in the

◀ **John Sparks, director of the Institute of NCO Professional Development, and Command Sgt. Maj. Wesley Weygandt, deputy commandant of the U.S. Army Sergeants Major Academy, listen to Command Sgt. Maj. Brian Stall, the command sergeant major of the 4th Infantry Division at Fort Carson, Colo., give input May 18 at the Sergeants Major Course Critical Task Site Selection Board held at USASMA.** PHOTO BY JONATHAN (JAY) KOESTER

▶ **Sgt. Maj. Ronald Hilaire, the chemical, biological, radiological and nuclear branch sergeant major for U.S. Army Europe in Heidelberg, Germany, and other members of the board complete a computer-based survey of what tasks should be included in the Sergeants Major Course.**
PHOTO BY JONATHAN (JAY) KOESTER

corner of the room, and anytime you want someone to do something, you just put it in there," Sparks said. "We used to say, 'Come over here, Sergeant. We're going to go over some things before [you go to the Warrior Leader Course]."'

Sgt. Maj. Ronald Hilaire, the chemical, biological, radiological and nuclear branch sergeant major for U.S. Army Europe in Heidelberg, Germany, said it was important for him to make the trip from Germany to help make sure the Sergeants Major Course stays on solid footing.

"This sets the foundation for the next class," Hilaire said. "I was a product of Class 60, so a lot of the stuff we're voting on, I was there at the beginning of it.

"As I got to Germany, all the stuff I learned in class – which was a new curriculum for the Sergeants Major Academy – became everyday life. It was useful. We used a lot of products we had learned in the course, so I integrated easily."

Board member Sgt. Maj. Larry Fegans, assistant chief of staff for installation management at the Pentagon, had been a Sergeants Major Course instructor for three years. He said it was important to keep the Sergeants Major Course current with new technology and the changes caused by the drawdown of forces from Iraq and Afghanistan.

"It's crucial that we keep sergeants major in line with their officer counterparts and get them to a higher level of thought, instead of saying, 'This is the way we've always done it,"' Fegans said. "You have got to have creative thinking and critical thinking in today's Army."

> **"It's crucial that we keep sergeants major in line with their officer counterparts and get them to a higher level of thought, instead of saying, 'This is the way we've always done it.'"**
>
> **— SGT. MAJ. LARRY FEGANS**

Because of the special role for sergeants major in the U.S. Army, officers were also invited to play a key part in the development of the Sergeants Major Course. Col. Keith Casey, special assistant to the 1st Infantry Division commander at Fort Riley, Kan., said he wanted to participate because he has seen what is needed from sergeants major.

"Having been in three positions now that had a sergeant major working directly for me, I'm really the customer for this," Casey said.

"A sergeant major can say this is what he thinks, and that's probably just as valid, but having an officer come in and say, 'From my perspective, from my foxhole, this is what my expectations are for a sergeant major and his level of education, his level of knowledge' – that's just as important as bringing in the senior NCOs of the Army."

With the work of the Critical Task Site Selection Board done, next comes the difficult work of looking at all the recommendations and seeing what changes need to be made.

Sparks reminded the board that the course and all of the NCO Education System is an evolving system that every senior NCO should help make great.

"At all levels, what we lack right now is the communication back from the sergeant major to say, 'Hey, I just had a guy go through this course. I don't know why you taught him this, but it was a waste of our time,"' Sparks said.

"We need to hear when changes need to be made." ⩔

TOOLKIT

Battling toxic leadership

BY JENNIFER MATTSON NCO Journal

An Army survey confirms what most NCOs already know — toxic leadership destroys units' morale and leads to highly qualified Soldiers leaving the Army. NCOs can teach junior Soldiers how to identify toxic leadership to help purge it from the ranks. Units can also implement a culture of mentorship so that junior NCOs understand the importance of a positive leadership style.

The *CASAL: Army Leaders' Perceptions of Army Leaders and Army Leadership Practices Special Report* published in June 2011 solicited feedback from officers, warrant officers and NCOs who are on the pulse of Army leadership.

"The presence of toxic leaders in the force may create a self-perpetuating cycle with harmful and long-lasting effects on morale, productivity and retention of quality personnel," the report said.

The survey contained a few surprising and alarming results. It found that toxic leaders accomplish their goals more frequently than constructive leaders, and that toxic leaders are perceived by their peers to achieve a higher level of leadership responsibility and move through the ranks at a quicker pace.

In addition, 83 percent of respondents said they had directly observed a toxic leader in the last year. On the brighter side, 97 percent said they had observed an exceptional leader. With the prevalence of toxic leaders in the Army, noncommissioned officers have a duty to help their junior Soldiers identify and stop toxic leadership and encourage exceptional leaders.

Identifying a toxic leader

Toxic leaders aren't simply those who yell or make Soldiers do something they don't want to do. Rather, the Army defines toxic leaders as those who put their own needs or image above their subordinates', who micromanage their subordinates and who are insecure in their own positions.

At the company level, feedback from Soldiers is critical in helping identify a toxic leader, said 1st Sgt. Michael Lindsay, first sergeant of Headquarters Support Company, I Corps, at Joint Base Lewis-McChord, Wash. Lindsay wrote a paper on toxic leadership and has implemented a training program to alert his Soldiers to the presence of toxic leadership.

"There are different ways to get feedback, including command climate surveys, open-door policies and sensing sessions," Lindsay said. "But the most effective is when the first sergeant gets out of his or her office, talks with the Soldiers and watches how their leaders interact with them and others."

Though the company's leaders should

◀ Toxic leadership isn't simply forcing Soldiers to do something they don't want to do, but how the NCO commands respect.
PHOTO ILLUSTRATION BY JENNIFER MATTSON

Toxic leader types

ABSENTEE LEADERS are disengaged from the unit or their Soldiers.

INCOMPETENT LEADERS may not have the skills necessary to lead or may simply not care enough to exhibit those skills.

CODEPENDENT LEADERS lead by taking on more work, don't correct substandard performance and cover up problems rather than facing them.

PASSIVE-AGGRESSIVE LEADERS are unsure of whether they can meet the standards, so they procrastinate and take out their frustration on their subordinates.

BUSYBODY LEADERS jump from one project to another without direction to their subordinates but instead prefer to be the center of all decisions.

PARANOID LEADERS are constantly worried about their leadership, micromanage and cannot tolerate criticism.

RIGID LEADERS are inflexible and do not allow for a difference in opinion.

CONTROLLER LEADERS involve themselves in every decision and will not delegate authority to subordinates.

COMPULSIVE LEADERS are prone to violent outbursts, which are unexpected and unexplained to the compulsive leader's followers.

INTEMPERATE LEADERS are those who lack self-control and overindulge.

ENFORCER LEADERS seek only the approval of their superior without regard to their subordinates.

NARCISSISTIC LEADERS mistreat, manipulate and exploit their subordinates in order to promote themselves.

CALLOUS LEADERS do not care for their subordinates' wants or needs.

STREET FIGHTER LEADERS are fiercely competitive and build gangs of supporters to silence dissent.

CORRUPT LEADERS focus only on money and power and how to achieve both.

INSULAR LEADERS separate themselves and their followers and will go to great lengths to protect their gang at a high cost to those outside of it.

BULLY LEADERS hurt others, put them down and invalidate their opinions.

EVIL LEADERS physically hurt others to the point of committing atrocities.

be involved in their unit, they need to monitor their junior leaders in a way that empowers them, Lindsay said.

"There must be a balance," Lindsay wrote. "The company leadership must not come across as micromanaging its subordinates, but should be interested in the daily operations of the company, the morale of the unit and the training of its Soldiers."

Combating toxic leadership

Lindsay identifies three approaches to assist junior Soldiers and NCOs in combating toxic leadership.

"I believe through general education, professional development programs and mentorship programs, we can significantly reduce the number of leaders who are toxic to the unit," Lindsay said.

The pre-emptive approach includes general education of Soldiers, such as how to identify traits and characteristics of a toxic leader. The professional development approach includes using the existing NCO Professional Development programs to delve into how to properly mentor, counsel, develop and assess the unit's Soldiers. This can be done in conjunction with sergeant's time or through on-the-spot training.

The last approach involves directly mentoring and counseling a toxic leader.

Characteristics of a toxic leader

- **Incompetence**
- **Malfunctioning**
- **Sense of inadequacy**
- **Malcontent**
- **Irresponsible**
- **Cowardice**
- **Amoral**
- **Insatiable ambition**
- **Arrogance**
- **Deception**
- **Malevolent**
- **Avarice and greed**
- **Selfish values**
- **Malicious**
- **Egotistical**
- **Maladjusted**
- **Malfeasance**
- **Lacks integrity**

Source: *"Toxic Leadership in the U.S. Army" by Col. Denise F. Williams, March 2005*

The senior leader should mentor toxic leaders on a plan of action and how to change their leadership style. Lindsay said he found that when he corrected NCOs and counseled them on what attitudes or behaviors were enabling toxic leadership, they were able to become more positive leaders.

NEXT MONTH: PAYDAY ACTIVITIES

BEHIND the VEIL

Female engagement teams **interact with local women to bring stability** to combat troops and local communities

BY JENNIFER MATTSON NCO Journal

Sgt. N. Kahle Wright, a combat medic assigned to Charlie Company, 237th Brigade Support Battalion, 37th Infantry Brigade Combat Team, looks on as two female Afghan Patrol Police soldiers practice splint techniques April 24 during training near Mazar-e-Sharif, Balkh province, Afghanistan. PHOTO BY SGT. KIMBERLY LAMB

Staff Sgt. Samira Abdullahmuhammad, a member of the female engagement team with 40th Engineer Battalion, 170th Infantry Brigade Combat Team, gives a high-five to a child during a mission to deliver medical supplies to a clinic June 1, 2011, in Deh Dadi, Afghanistan. PHOTO BY SPC. NATHAN GOODALL

With several military occupational specialties opening up to female Soldiers this year, there is still one distinctly feminine mission taking place in Afghanistan: Female engagement teams, or FETs, are interacting with local women, linking them to their government resources, providing security for combat troops and spreading the International Security Assistance Force message.

FET Soldiers come from a variety of MOSs to engage with a segment of the population that wouldn't normally interact with American Soldiers.

A female engagement team works with locals and security forces to accomplish a range of missions, including education, security details and humanitarian efforts.

Though FETs have been deployed to Iraq, most have served as part of Operation Enduring Freedom in Afghanistan as the FET programs have become more popular among commanders in the past two years.

Staff Sgt. Samira Abdullahmuhammad deployed with the 40th Engineer Battalion, 170th Infantry Brigade Combat Team, to Afghanistan as both a 79S career counselor and the NCO in charge of the battalion's female engagement team.

"I've never done anything like that in my career," Abdullahmuhammad said. "My two previous deployments, I was a female searcher [conducting] patrols in Baghdad and [the rest of] Iraq. [As a part of the FET] I was able to do and be more involved with the partnership of the locals; it was just definitely something I wanted to be a part of. It's definitely different than anything I've been exposed to."

Female engagement teams are often grassroots operations, operated at the brigade level or lower, and each FET has a different mission. Some include communicating with Afghan women, helping Afghan women start their own businesses, working with the women of the Afghan Uniformed Police and enabling their male counterparts to collect from a wider net of human intelligence.

Volunteering for FET

Not all members of the FET volun-

teer to serve; some are pulled from their normal duties and asked to serve in both their primary MOS and in the FET. Others serve only with the FET and do not serve in their primary MOS during deployment with the team. Despite the dangers of the missions, most female engagement teams consist of volunteers, and all willingly agree to serve in the FET role.

To accomplish their missions, FETs work with a security team — usually consisting of infantry, cavalry or armor Soldiers in a platoon or company.

Staff Sgt. Grace Grilliot, the NCOIC of the FET with the 58th Military Police Company attached to 1st Squadron, 10th Cavalry Regiment, 2nd Brigade Combat Team, 4th Infantry Division, said that during her first tour in Iraq in 2004, she didn't get to go outside the wire to interact with locals because her job as a supply sergeant meant she was relegated to the base.

During her second deployment, this time to Afghanistan, she said she wanted to make a difference by improving the lives of Afghan women. Grilliot volunteered for the FET and was able to interact with the female population every day.

"It was the easiest way to get involved with the women and the culture," Grilliot said. "Inside [a forward operating base], we don't really get to interact with the locals. But with the FET mission, that's your main focus — to talk with the women to see what they need or want, and to help establish a relationship with the women."

Staff Sgt. Chanise Morgan, the NCOIC for the FET with the 4th Brigade Combat Team (Airborne), 25th Infantry Division, said she wanted to be among the first to serve on a female engagement team.

"I volunteered because FET is new to the Army," Morgan said. "I wanted to be a part of history. I wanted to experience things that other people haven't had the opportunity to."

Morgan, who has also deployed to Iraq as a 94F computer/detection systems repairer, has served for 10 months on a female engagement team in Afghanistan.

> "I was able to do and be more involved with the partnership of the locals; it was just something I definitely wanted to be a part of."
>
> — STAFF SGT. SAMIRA ABDULLAHMUHAMMAD

"When I was in Iraq, I stayed in my shop the entire time," Morgan said. "But this time, working with the FET, I get to go outside the wire and engage the female population and the children. It's very different."

Training with the FET

There has been a marked increase in the number of FETs since 2009 when Gen. Stanley McChrystal, then the commander of NATO forces in Afghanistan, found FETs to be extremely helpful to combat units. Although incorporated into multiple brigades during the past five years, FETs' mission, training and duties vary greatly depending on the unit they are assigned to.

Most FETs have a selection process that involves mental, physical and emotional tests to ensure Soldiers can handle the stresses of the FET mission.

Staff Sgt. Lisa Moore volunteered to serve with the FET from the 4th Battalion, 17th Infantry Regiment, 1st Brigade Combat Team, 1st Armored Division, at Fort Bliss, Texas, because she wanted to expand her skills. As a medic, Moore will continue to be qualified as a 68W and will use some of her medic skills when her unit deploys downrange later this year. However, her primary duty will be to serve on the FET.

"I want to make a difference in the Afghan community," Moore said. "I want to go out and run missions with the people and interact with them."

Most FETs will receive some additional training before deployment, though some women Soldiers are pulled from their assignments once downrange to assist with the FET

Soldiers from multiple units attended the Female Engagement Team training program May 25 at Kandahar Airfield, Afghanistan. They received a demonstration on how to search Afghan females.
PHOTO BY PFC. ALICIA BRAND

mission. The training varies and can include combatives, language classes, culture awareness, weapons familiarization and physical fitness.

"The training helps us out because it teaches us skills and allows us to show our male infantry counterparts that we're able to carry our weight — that we won't be a liability or a hindrance to them," Moore said. "We provide the same thing that any male would do.

"We can provide security, though that's not our main job. But anything they need us to do, we can step up to do that."

Moore has gone through a 16-week intensive language training course, so that she will be able to help her unit when it deploys to Afghanistan later this year.

After the training, she will be able to hold a 15-minute conversation in Pashto, operate with an infantry battalion and provide a critical link to Afghan women for the brigade.

"We'll be going out with a squad with infantry units," Moore said. "Our primary mission will be to sit down and listen to the Afghan women and network with them."

The FET from the 1st Brigade Combat Team, 1st Armored Division, is composed of a company of approximately 70 Soldiers that is tasked solely with providing FET support to battalion commanders.

The role of the NCO in that organization is to monitor the smaller teams of two to six Soldiers, to see how missions are run and to work with a FET's Soldiers to review what works and what doesn't, Moore said.

> "It can take six months to build a relationship. And you can ruin it once, then you're back at the beginning."
>
> — SGT. 1ST CLASS ELIZABETH JACKSON

"My job will be to roam the battlefield to see how the rest of the FETs are running their missions and to see what they need," Moore said.

Moore said her previous deployment to Iraq as a medic is helping her prepare for this one to Afghanistan.

"The missions I would go on were to visit with villagers who had asked for a medic to come out there," Moore said. "This deployment, I'll be going out to see what the women's needs are and see how I can help them."

Talking with Afghan women

Though brigade commanders determine the specific missions for their own FETs, one common mission is to communicate ISAF messages to Afghan women.

Female engagement teams will, at one time or another during their deployment, go out into Afghan villages and interact with locals. Learning how to communicate with Afghan women is critical to FET missions, Abdullahmuhammad said.

At first Abdullahmuhammad's mission was simply to talk with local women, once she was in Afghanistan it became clear she needed to work in a liaison effort to link Afghan government programs with women living in remote villages. It was a need that was discovered as a result of the time the FET spent talking with local women, she said.

"Initially, [our mission] started out as bonding with the local women and having them get comfortable with us to be around," Abdullahmuhammad said. "The challenging part for us was trying to have the [Afghan men] get used to us talking to their [wives and daughters], because they aren't used to that. So as we developed our partnership and continued to explain to them that we're there to help them and to improve their quality of life and improve their resources, then they were a lot more comfortable with us being there."

Each FET must walk a thin line while conversing and linking the needs of local Afghan women to resources already in the country. FET members are not equipped to become long-term supporters or advocates for Afghan women, so instead they focus

Sgt. Sam Simonds teaches a searching technique to a female engagement team class July 31, 2011, at Kandahar Airfield, Afghanistan. The classes help Soldiers learn how to address Afghan women while conducting military operations. PHOTO BY PFC. COURTNEY RUSSELL

Sgt. Victoria A. Romero, a member of the female engagement team with 40th Engineer Battalion, 170th Infantry Brigade Combat Team, walks with children during a mission to deliver medical supplies to a clinic June 1, 2011, in Deh Dadi, Afghanistan. PHOTO BY SPC. NATHAN GOODALL

on linking Afghans with available resources, Abdullahmuhammad said.

"Our goal was to speak to the women and to find out what exactly they wanted and how we could improve their voice — to not necessarily become advocates, but to just help them be part of the community and to be more involved in the community along with their male counterparts," Abdullahmuhammad said.

Sgt. 1st Class Elizabeth Jackson deployed to Afghanistan in July 2011 with a FET attached to the Headquarters and Headquarters Company of the 116th Infantry Brigade Combat Team with the Virginia National Guard.

A chemical sergeant, Jackson served solely on a FET during this deployment. She said her biggest challenge downrange was convincing the Afghan men to let FET Soldiers speak to Afghan women.

Oftentimes, FET Soldiers would have to take off their protective gear — their sunglasses or helmet — in order to persuade Afghan men to let them talk to their wives or daughters, Jackson said.

"You have to make yourself vulnerable, out in the open," Jackson said. "It's so that the Afghan men could see that you are a female — that you aren't posing as a guy — to make yourself available to the women and get them to talk to you. Most women are scared to talk to the FET because they're worried that if they're seen with a coalition force, they'll be punished."

> "We're basically bridging that gap, so they can't use women to do the wrong things."
>
> — STAFF SGT. CHANISE MORGAN

During her six-month deployment, Jackson and her FET helped rebuild trust among Afghan women.

"It can take six months to build a relationship," Jackson said. "And you can ruin it once, then you're back at the beginning."

After building rapport with locals, FETs diverge into different missions, including working with women in the Afghan Uniformed Police or working with Afghan women to help them contribute to the local economy.

During Abdullahmuhammad's deployment, many Afghan women told members of her FET that they wanted to start their own businesses and help their families become self-sufficient. Abdullahmuhammad's FET focused on how it could empower local women by connecting them to their own government programs, including programs that help women start small businesses.

"Our job was not to be the lead in anything," Abdullahmuhammad said.

Salma, an Afghan woman, looks up from an English book she was reading to her friend Shakira and Staff Sgt. Veronica Ortiz, a member of the Kunar Provincial Reconstruction Team's Female Engagement Team, May 25, 2011, at the Department of Women's Affairs compound in Asadabad District, Afghanistan. Ortiz is not wearing her name tape or rank for security reasons. PHOTO BY TECH. SGT. CHUCK WALKER

"Our job was to increase what their government was capable of doing. We were just reaching out and pointing out [those non-governmental and Afghan-government agencies] to what areas need help. [The Afghan people] were able to provide that information themselves.

"By the time we left, we were able to provide them with a lot of resources within their community," she said. "One of our biggest accomplishments was to make that connection within their own internal resources."

Women in the Afghan Uniform Police

FETs take on a variety of roles and missions, Grilliot said. Though most commonly associated with interacting with children or talking to women in their homes, female engagement teams also work alongside the women of the Afghan Uniformed Police, teaching them military skills to help them provide additional security.

As AUP women follow the customs and courtesies in Afghanistan, they cannot be trained by male Soldiers, and so rely on their American female counterparts as trainers.

Women serving with the Afghan Uniformed Police provide security to detention centers, primarily searching women who come to visit inmates.

With training from the FETs, the women who serve in the AUP have a better understanding of how to perform these types of searches, Grilliot said.

"We teach them how to shoot their weapons, provide first aid training and how to take someone down if they feel threatened," Grilliot said. "We also teach them how to drive."

FETs as a force multiplier

Combat units in Afghanistan have learned — sometimes the hard way — that Afghan women are used by terrorists to hide bombs and smuggle weapons. But when a female engagement team deploys with its infantry, cavalry and armor counterparts, the unit is able to perform pat-downs on women while being sensitive to the Afghan cultural and religious norms.

"We're basically enablers to a combat unit," Morgan said. "We go out with the infantry and conduct mounted and dismounted patrols. Once we get to a village, we go inside the *kalats*

— go inside their homes — to engage the females to get whatever information the combat unit is looking for. We'll search the women and do a quick scan of the room."

FETs can also use their personal relationships with the locals to help combat units gain information they would otherwise not be able to get, Grilliot said.

"It helps the unit a lot because we can establish rapport with the community," Grilliot said. "It's about building relationships with them. It goes a long way in the long run, because not only are they grateful, but they look out for you."

The female engagement teams who take on these types of missions often act as liaisons between Afghan women and security forces. They also try to learn more about terrorist tactics from Afghan women, Morgan said.

"My FET team allows our unit to access human intelligence from Afghan women to further stop the enemy from using the cultural restrictions of not being able to talk to women, so we can stop the trafficking of weapons, ammunitions — anything they aren't supposed to have," Morgan said. "We're basically bridging that gap, so they can't use women to do the wrong things."

Though female engagement teams are used differently across the Army, their primary purpose is to bridge the cultural and religious gaps. Through their work with Afghan women, FETs are able to provide additional resources and security to their brigades and act as a force multiplier — enabling a brigade combat team to access a portion of the Afghan population previously overlooked.

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FET training

Since FETs often spring up from brigades, the teams' training is as varied as their higher units' missions. Some FETs conduct extensive training in-garrison or at the Joint Readiness Training Center, Fort Polk, La., while others take advantage of a one-week course in Afghanistan. Some of their training includes:

CULTURE TRAINING: To learn about Afghan social norms and codes of conduct

RUCK MARCHING: To prepare for foot marches while out visiting the villages

LANGUAGE TRAINING: To help communicate more easily, FET members will take Dari and Pashto classes

FET MISSION PLANNING: To help senior NCOs understand what information and resources they'll need to conduct their missions

INFORMATION GATHERING: To help tactical FETs learn the basics of gathering human intelligence from Afghan women

WEAPONS TRAINING: To qualify with their weapons

EXTENSIVE PHYSICAL TRAINING: To ensure they are physically ready

COMBATIVES: To prepare for hand-to-hand combat

TRANSLATOR TRAINING: To help members of the FET learn how to use a translator when communicating with local Afghan women

Sgt. Grace Altaya hands out one of more than 500 bags of school supplies distributed to the Baktash Secondary School on Sept. 12 in Mazar-e-Sharif, Afghanistan. The Female Engagement Team and a team of National Guardsmen from Minnesota created a box with supplies for each teacher to help them educate the children in their classes. PHOTO BY TECH. SGT. MIKE ANDRIACCO

Master Sgt. Brandon Cozad, operations sergeant major for a brigade-level Security Force Assistance Team for the 2nd Brigade Combat Team, 101st Airborne Division, leads a group of interpreters March 25 during a training exercise at the Joint Readiness Training Center in Fort Polk, La.
PHOTO BY SGT. 1ST CLASS MICHEL SAURET

SECURITY FORCE ASSISTANCE TEAMS

Working themselves **out of a job**

BY DAVID CROZIER NCO Journal

With President Barack Obama calling for all U.S. troops to be out of Afghanistan by the end of December 2014, the Army has changed its focus from counterinsurgency to one of advise and assist. To do this it has established Security Force Assistance Teams: 8- to 12-man teams made up of officers and NCOs in varying specialties from a brigade which will embed with their Afghan counterparts to advise and assist them with setting up their security.

The task of training these teams was given to the 162nd Infantry Brigade and the Joint Readiness Training Center operations group at Fort Polk, La., who are already experienced in training combat advisors for Iraq and Afghanistan.

"The intent behind this mission is that we enable the Afghans to be self-sustaining," said Command Sgt. Maj. LaMarquis Knowles, command sergeant major of JRTC and Fort Polk. "There is an expectation that by the end of 2014 we are going to be out of there, so we have to ensure that the Afghans are able to stand up on their own.

"We can't afford for the Afghans to fail," he said. "So we have to ensure that we enable them and the way that we do that is by working ourselves out of a job. If we can teach them and build a confidence in them to stand up on their own we will [accomplish our mission]."

Beginning last November, the 162nd Infantry Brigade and JRTC's operations group put together a program that utilizes the latest information available from Afghanistan and employs role players and subject-matter experts from Afghanistan and the U.S. Army.

The training is broken out into four phases: home-station training, the Advisor Academy, situational training exercises and a force-on-force training event. The 162nd is responsible for the Advisor Academy portion of the training, as well as supplying observers, coaches and trainers during the exercise phases.

Once a brigade has been selected by the Army to supply personnel to fill a number of SFAT teams, they begin the home-station training, since time and resources at Fort Polk are limited. U.S. Forces Command recommends five weeks of training that includes learning how to set up an analog tactical operations center, combat lifesaver training, driver training, land navigation, small-arms training, chemical and biological defense training, basic fire support, Dari and Pashto language classes, and conducting urban operations and mounted combat patrols.

Though much of the training is routine for many units, in the digital age, working in an analog TOC is something many Soldiers have not done.

"We have to work with what [the Afghans] have to use, because we are there to support them," said Maj. Michael Milas, assistant operations officer for the 162nd Infantry Brigade. "So the units need to learn how to operate an analog TOC. For the senior officers and NCOs, most are familiar with [analog] and just need to take it out of their kit bags. But for the junior officers and NCOs, this is something they are not familiar with. The more they learn before they come here, the better."

Learning basic advisor skills

Upon arriving at Fort Polk, the units are introduced to the Advisor Academy, which teaches SFAT members basic advisor skills through a core curriculum that focuses

Left: Sgt. 1st Class Joshua Ward (kneeling) of 4th Squadron, 10th Cavalry Regiment, 3rd Brigade Combat Team, 4th Infantry Division, based at Fort Carson, Colo., conducts a pre-convoy brief to Soldiers role-playing as Afghan Uniform Police on Feb. 22 at the Joint Readiness Training Center. Security Force Assistance Teams prepare at the JRTC for their deployment in several situational training exercises culminating with a six-day scenario that replicate their Afghanistan mission. PHOTO BY SGT. RICHARD ANDRADE

Below: Soldiers from the 3rd Brigade Combat Team, 101st Airborne Division, based at Fort Campbell, Ky., conduct patrol operations at JRTC. PHOTO COURTESY OF JRTC

on area-specific language instruction, rapport-building, and understanding the culture, history and norms of an area the unit is going to.

The length of the Advisor Academy training depends on whether the team is going to support an Afghan National Army unit (eight days) or an Afghan police force (10 days). The extra two days for the police advisory teams focus strictly on police skills: police common-core training, police theory, and roles and responsibilities. The first eight days of training are the same for both and consist of classroom instruction in the morning and hands-on training in the afternoon.

"We have different courses, like rapport-building; how to influence others; the Afghan culture, customs and language; and use of interpreters," said Sgt. 1st Class Brian King, an instructor with the 162nd Infantry Brigade.

King said that on day one, the team is introduced to Islam and is presented an overview of Afghanistan, which is normally taught by an Afghan culture advisor.

"Then we start getting into rapport-building, teaching them mutual respect and cross-culture communications," he said, adding that this portion is the most important part of the academy training. "Until the time these teams see me, they have received only combat training — kicking in doors. Now all of a sudden, here I am with this model, and I am telling you that this is the way you need to go into Afghanistan. So they get confused. They are used to throwing grenades and learning combat skills. Now I am telling them they need to be sensitive to their Afghan counterpart."

To prepare the teams to make the partnership as easy as possible with the Afghan soldiers and officers they will be matched up with, the SFAT trainers incorporate information from downrange about the specific area where the teams will deploy.

"We get information from the team that is presently there interacting with the [same] Afghans the team we are currently teaching will be working with," King said. "We pull the profiles on those individuals and inject them into the training via the role-players. We also get information from in-country through video teleconferencing with the team they are going to replace."

> "There is an expectation that by the end of 2014 we are going to be out of there, so we have to ensure that the Afghans are able to stand up on their own."
>
> — COMMAND SGT. MAJ. LAMARQUIS KNOWLES

King added the 162nd hopes to use VTCs with the actual Afghan units the teams will partner up with to start building rapport before the unit deploys. All of this helps to familiarize the teams with the most up-to-date information available.

The teams also look at "green-on-blue" case studies (attacks by Afghan forces on American forces) to teach them how being insensitive to cultural norms or customs can have devastating results.

Besides respecting Afghan culture and norms, the biggest challenge to the teams is learning to be strictly an advisor and relinquishing control over the Afghan operations, said Lt. Col George Kranske, director of the 162nd Infantry Brigade's Security Force Assistance Battalion.

"Advising is different. You have to turn off that type-A personality. You have to temper it, because you have to have tactical patience. You have to understand and be able to step out of that box and look at the situation, assess it and realize we are hard chargers. We want to get the job done; that's the way we have all been trained. So you have to take that tactical appetite suppressant, assess the situation, look it over, and then it is your host-nation counterpart's method of doing the work.

"It is their job, their mission," Kranske said. "You are in the shadows, you are not the commander or the squad leader. You are there to advise them, and that is the hardest thing to comprehend. We all want to get our hands dirty."

Team members receiving the training said it wouldn't be a problem.

"It is not really hard to accept," said Sgt. 1st Class Joel Knox of the 4th Heavy Brigade Combat Team, 1st Armored Division, at Fort Bliss, Texas. "This training has really been helping us out because it

Left: Soldiers from the 3rd Brigade Combat Team, 101st Airborne Division, search a mock village for insurgents at the JRTC. PHOTO COURTESY OF JRTC

Below: Members of the 3rd Brigade Combat Team, 101st Airborne Division, conduct a pre-execution sand table brief with SFAT members and Afghan National Army role-players before heading out on a patrol-and-cordon exercise. PHOTO BY DAVID CROZIER

is definitely going to be a transition for us. But it is nothing that we can't handle and won't be difficult for us to do.

"All of [our] NCOs have been in the Army for some time. So we have tons of knowledge and experience," Knox said. "Not one person has it all, so we work together teaching each other things, and I foresee that happening when we get to Afghanistan and team up with our counterparts. We can all work together, not just within our team, but with them as well."

First Sgt. Michael Caldwell, who spent time as a first sergeant of a combat advisory battery at Fort Polk before coming back to attend the SFAT training with the 4th HBCT's team, agreed.

"With the level of professionalism that I have experienced within this unit, I think it is not going to be a problem," he said. "A lot of us right now, we just want to get over there and start doing what we have to do. I think we have learned what we need to learn, and now we just need to go ahead and start doing it. … We are going to bring a lot of things to the table that I believe the Afghans are going to appreciate."

Putting their new knowledge to the test

Upon completion of the Advisor Academy, the 162nd Infantry Brigade hands over the reins of training to the JRTC operations group, and the teams move out to a mock forward operating base. There they meet up with their Afghan role-playing partners and security force enablers to begin the process of exercising what they have learned.

With more than 20 villages, 1,000 role-players, 600 buildings, 200 cultural role-players and the availability of rotary assets for combat air support and medical evacuation, the JRTC's situational training exercise tests the SFATs at all echelons. All exercises are led by Afghan National Security Force role-players and include cordon and search, patrolling and detention procedures. Each scenario is developed using information and lessons learned from Afghanistan and challenges teams with multiple problems.

> "We can all work together, not just within our team, but with them as well."
>
> — SGT. 1ST CLASS JOEL KNOX

In the Afghan-led cordon and search event, the SFATs are tested on how they advise both the Afghans forces as well as members of the International Security Assistance Force, which is represented in the scenario by Army units training at JRTC for missions in Afghanistan and JRTC role-players. The intent is to have the ANSF, with the SFAT members in tow, lead the cordon and search, meet with the local police force and gain acceptance to conduct a search of the village for an insurgent believed to be there. The teams are monitored by observers, coaches and trainers from the 162nd who advise and assist the SFATs and role-players with feedback during after-action reviews.

After conducting their first situational exercise, members of one of the 4th HBCT's SFATs said they learned much from it.

"We got some interaction with our Afghans and saw their basic demeanor and can use that as a point to go forward with," said Staff Sgt. Jeremy Saulnier. "We found out they are willing when they understand what to do. We just need to be able to help them understand what their mission is."

"[It's] getting used to changing from direct contact to the advisory role," said Sgt. 1st Class Andrew Browning, also of the 4th HBCT. "I grew up in the infantry, and you always want to be there leading the pack. But [now we] take a step back and let the Afghan army go in there. [We] just guide them left or right and ensure they are doing the correct things — making sure the pre-planning is done, the pre-combat checks and inspections; making sure they all have full magazines, the right amount of ammo, some water, food if they are going to be out for a length of time, the right equipment to protect them from the elements; and that they know what the mission is, from the top man down to the lowest man."

During the Afghan-led patrol exercise, the teams are challenged with several scenarios: dealing with grenades; vehicle-borne improvised explosive devices; snipers; suicide bombers; casualty assistance and evacuation; and issues with local farmers, elected officials and local police.

"It's giving them the hardest challenges here in training so that their worst day in combat is right here at JRTC," said Com-

mand Sgt. Maj. Steven L. Womack, the command sergeant major of JRTC's operations group, who recently returned from deployment in Afghanistan with the 10th Mountain Division.

The training, he said, is very much like what it is like in Afghanistan, but packed into a much tighter schedule.

"We pick the scenarios up out of theater and we bring them here to the JRTC," Womack said. "We apply them, but based on the fact that they are only here for three weeks and the situational training exercise lanes are only a matter of days. So really what you are looking at is potentially a month's or a year's worth of problems all stacked up one after another.

"As they go through this 10-mile STX, they have a problem every two miles," he said. "The caution and the balance is that we don't make them think that every day is going to be like this in Afghanistan."

After a few days of testing their newfound skills in the STX exercises, the teams move into the final phase of the training — force-on-force exercise. It tests teams' ability to build relationships with their Afghan counterparts, achieve immersion in the Afghan systems and warfighting functions at every echelon, test Afghan operational and logistical reporting procedures, and access ISAF support units.

"There are a couple of things we are learning here," said Command Sgt. Maj. Peter A. Moody of the 4th HBCT. "We are in an advisory role for the ANSF and also in a teaching role for the coalition and U.S. forces as to what their role changes are. We have got to get the ANSF to lead the missions on their own accord — start planning and executing them. That's where we come in to help them with that transition."

The importance of NCOs

Though the teams comprise both officers and NCOs, the NCOs are the key personnel who make SFATs effective, Kranske said.

"The noncommissioned officer is the core of it, the backbone if you will, because not only are SFATs advisory teams, but they are independent teams on their own. If you take a group of people that may or may not be familiar with each other, and you don't form a team within that entity, it is going to fail," Womack said. "So that NCO is going to enforce the standards, make sure they are ready to go out on patrol. That NCO is also going to do the internal look while the commissioned officers are focusing on the partnership and advising. They need a good sergeant. Every good leader and Soldier needs a good sergeant right there with them checking him, making sure he is straight, because we can't help the Afghans if we are not protected ourselves," Kranske said.

"No question about it, our NCOs going into host nation countries have the ability to help shape and open the eyes of these organizations so they can see the goodness that comes from developing and maturing your own NCO Corps," he said.

For the members of the SFATs, this training has revealed a new mission, a new challenge and a new goal.

"I am just excited to get out there because this is the way it needs to go," Saulnier said. "We fought and fought for years in both Afghanistan and Iraq. We tried this (advisory teams) in Iraq and it had some success, and I like the direction that we are taking with a hard advisory approach — really throwing everything we have at it for Afghanistan so that we can get a good clean exit and ultimately make them responsible for their own destiny." ⩔

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A LONG HISTORY OF TRAINING SOLDIERS

BY DAVID CROZIER NCO Journal

Before there was a Fort Polk, the area there commonly referred to as "Tigerland" was crucial in developing combat-ready Soldiers.

When the United States readied to become involved in World War II, the Army recognized a need to modernize its service and training. It needed to move from an infantry force with supporting artillery, engineer and cavalry units, to one that also included mechanized units. It also needed areas to train and test this new force.

A Soldier with Headquarters Company, 5th Armored Maintenance Battalion, tests out his battalion's new 50 mm gun June 6, 1943. The battalion mounted the gun to a vehicle that originally featured only a 37 mm gun.
PHOTO BY PVT. J.F. ALBERT

Camp Polk — named after the Right Rev. Leonidas Polk, a Confederate general from the Civil War and the first bishop of the Episcopal Diocese of Louisiana — began construction in 1941 and became host to the Louisiana Maneuvers, exercises established to test U.S. troops for combat in World War II. The maneuvers involved a half-million Soldiers and covered an area of nearly 3,400 square miles. They set the stage for the modern Army.

During World War II, Camp Polk also housed German prisoners of war. After the war, Camp Polk closed and re-opened numerous times — mainly for summer training of Reserve units — until it was needed to train Soldiers to fight in another war.

In August 1950, Camp Polk became a training ground for the Korean War, with the 45th Infantry Division as the first unit to come through to test its combat skills. Later in 1955, Camp Polk was the home of Operation Sagebrush, another large training exercise that tested the military's effectiveness to operate in a nuclear environment. After the exercise, Camp Polk became a permanent installation and was the home of the 1st Armored Division until 1959.

In 1962, Fort Polk transitioned into an infantry training center, and with dense vegetation and swamps filling a portion of the installation, the post became the place to train for Vietnam-bound Soldiers.

"In 1965, Fort Polk switched its focus from the mechanized conventional warfare to more infantry-like tactics and training to meet the needs of the Vietnam War," said Frederick A. Adolphus, director of the Fort Polk Museum. "[The Army] needed a training environment that reflected the light-infantry training it would encounter in Vietnam. So the idea came up to make these role-playing villages — similar to what we have today with the Iraqi villages and Afghan villages. They did the same thing and created Vietnam villages."

Known as "Tigerland," because the tiger is an Asian symbol of power, the area comprised three

Soldiers of F Company, 347th Infantry Regiment, 87th Infantry Division, stand by in 1943 for inspection by the commanding general, Maj. Gen. Percy Clarkson. PHOTO BY SGT. J.A. GRANT

training areas — Peason Ridge, Horses' Head and North Polk, Adolphus said. Each area contained numerous Vietnamese-like villages with buildings replicated to look like "hooches" (Vietnamese huts) made out of palmetto trees and river cane. The villages were replete with entrances, berms, livestock, tunnels made from culverts, and role-players dressed in typical Vietnamese clothing.

John "Smokey" Dutra, a retired sergeant first class who was a drill sergeant at Fort Polk during that time, recalled Tigerland's realism.

"When they put the village out there on Peason Ridge, they had guys dressed up like Vietnamese … It was pretty realistic," he said. "The Soldiers would go out on patrol, and if you got caught, they would put you into a POW camp."

Dutra said many of the Soldiers "hated you before they left."

"Some would come back later and tell you, 'Thanks, Sarge.' But in 'Nam, the people they wanted most were Soldiers trained at Tigerland."

Jim "Ranger" Tibbetts, a retired master sergeant and recipient of two Silver Stars and four Bronze Stars with the "V" device, was instrumental in establishing the night combat course at Tigerland for Maj. Gen. William E. DePugh, then the commander of the 1st Infantry Division.

"The way that I remember it, it was something like what goes on today," he said. "We had villages set up and they had livestock and all this other stuff — same general principle. They phased them through there. It was the best we had at the time."

In Tigerland's 12 years, more Soldiers were shipped to Vietnam from Fort Polk than any other training base in the United States.

By the end of the Vietnam War, Fort Polk's mission of training infantry Soldiers was also ending, and the post became home to the 5th Infantry Division. The division stayed at Fort Polk until 1992 when it was inactivated.

The next year, the Joint Readiness Training Center moved from Fort Chaffee, Ark., to Fort Polk, and the post became home to the 2nd Armored Cavalry Regiment, an armored regiment of the XVIII Airborne Corps. In 2006, the unit moved to Fort Lewis, Wash., where it became the 2nd Stryker Cavalry Regiment.

In 2009, the Army stood up the 162nd Infantry Brigade to train combat advisor teams, a job previously held by the 1st Brigade, 1st Infantry Division, at Fort Riley, Kan. Along with the operations group at JRTC, teams have trained combat advisor and security force assistance teams for work in Iraqi and Afghanistan. Using much of the same strategy that was introduced in Tigerland during the Vietnam War, the "new Tigerland" uses role-players, mock villages and support forces to test Soldier's training and capabilities.

"The only difference is, [then] Tigerland was for search and destroy," said Maj. Michael Milas, assistant operations officer for the 162nd Inf. Bde. "We are not in that business today."

"I think that Fort Polk has contributed greatly to the training of our Army for [decades]," said Command Sgt. Maj. LaMarquis Knowles, command sergeant major of JRTC and Fort Polk. "As history has played out, we started here, and now we are back here. I am certain that we are going to remain here training for future wars and future missions."

ARMY BANDS: ROCKING INTO THE FUTURE

STORY AND PHOTOS BY
JONATHAN (JAY) KOESTER NCO Journal

Walking through the halls of the U.S. Army School of Music at Joint Expeditionary Base Little Creek-Fort Story, Va., what you'll hear is different than you might expect.

Sure, there is music echoing. But instead of traditional John Phillip Sousa marches, you'll hear riffs of Latin jazz, country and rock 'n' roll. Rather than a large group of students rehearsing in a concert room, there are small groups rehearsing a variety of music.

Deploying during the past decade of war has taught the leaders of U.S. Army Bands lessons that are being put to good use today in-garrison. For starters, said Sgt. 1st Class Ron Johnson, the deputy commandant at the U.S. Army School of Music NCO Academy, leaders have realized that not only are large concert bands difficult to deploy to far-flung areas, the audience for those bands is limited anyway.

"We're looking at relevance, at what Soldiers — especially in the deployed environment — want to hear, which is not Sousa marches," Johnson said. "There is still a place for ceremonial music; we do train the ceremonial marching and that sort of thing. But there has been a deliberate shift in focus to an entertainment-centered framework."

As part of that entertainment focus, the Army School of Music teaches Army musicians how to create five- or six-person teams that are mobile and flexible. The change from large concert bands to small teams performing a wide variety of music adds to the challenge of being an Army bandsman, said Command Sgt. Major Joseph Camarda, the command sergeant major of the Army School of Music.

"What we've done in the past seven or eight years is we've bolted on a whole dimension of popular music — everything from country to Top 40 and anything else," Camarda said. "It can be rap, to Dixieland, to jazz. We're trying to have the capability to perform anything that our audience is really passionate about. That's been quite an undertaking because it's the same musicians who are doing the whole span. One day they're performing at a military ceremony, the next day they're marching down the street, at night they're performing at a function where they are jumping around on stage entertaining hundreds of people in a rock concert. The same Soldier has to have the skills to be able to make those changes and be able to deliver that spectrum of entertainment."

Change in training

The challenge of delivering that wide spectrum of entertainment was a large part of the reason Army Bands deconsolidated


U.S. ARMY

their training from the Navy and Marines in October 2010. The Navy oversaw the curriculum at the School of Music for about 50 years. But leaders in Army Bands wanted to change the training drastically.

There were two main reasons for the change, Camarda said.

"We were getting requirements from [U.S. Army Training and Doctrine Command] to do things like weapons immersion, military training, Warrior Tasks and Battle Drills. Those are requirements for all [Advanced Individual Training] Soldiers," Camarda said. "We found being tucked into the Navy curriculum, we didn't have the flexibility to infuse those things into their curriculum. That was becoming more frustrating, and that was a big component of the change. The other component was the Navy and Marines were unwilling to move away from a very academic approach. They like the traditional products they are providing. They like the traditional way of educating musicians, and we were looking for something different.

"We went from a six-month training program for our AIT students down to a 10-week training program for Army musicians," he said. "It allows us to be a lot more specific in meeting the Army's intent in our training. We've moved away from an academic approach for teaching music, to a more realistic approach — training professional musicians to be Army musicians."

Being an Army musician today means a lot more than sitting behind a music stand and playing musical scales. It means knowing how to move on stage, how to inspire a crowd and even how to market the show to a new generation.

"We're teaching them how to be performers, which is something that until quite recently we almost thought was an inherent skill," Camarda said. "What we've realized during the past couple of years is a lot of the skills that make a musician able to perform for people and be entertaining, we can actually teach them those things.

"This is giant leap from what we traditionally did to where we are trying to go," he said. "We are now building [musicians] for the Army who are capable of going anywhere — entertaining Soldiers in the deployed arena and civilians in any city. We want to be competitive with any kind of entertainment people might find in those cities."

Reducing the course from six months to 10 weeks, putting the students in small groups and focusing on performing all led to a course that is more useful and meaningful, said Sgt. 1st Class Christopher Wallace, horn instructor and brass branch chief at the Army School of Music. In the past, students would have six months of academic training, but then arrive at their unit unprepared for the variety of duties awaiting them.

"The new course is more applicable to what we really do in a unit," Wallace said. "Everything they are doing now is 100 percent applicable to what they will do in a unit. We've trimmed all the fat: Here is what you need to be a success in an Army Band."

"In the past, we taught them music, similar to being in college, but they did very little performing. It was very introverted," Camarda said. "Now it's absolutely the opposite; we're teaching them to perform. Any time you go through this building now, you're going to see Army small groups either rehearsing for or giving a performance.

"That's a very motivating factor, when you know you are going to be performing for people," he said. "You don't have to force somebody to practice. You just say, 'At the end of the week, you are performing for 50 of your peers.'"

Top-tier professionals

The high level of performance Army musicians are expected to reach by the end of 10 weeks of AIT means musicians have to be highly accomplished just to get in the door. The days of a musician joining Army Bands out of high school is mostly over. Many arrive at AIT with master's or even doctorate degrees. Under the Army Civilian Acquired Skills Program, most Army musicians come in as specialists.

"These changes have sent us into a whole new dimension of recruiting," Camarda said. "We used to be able to recruit musicians who were out of high school, who were talented young people, and then train them to be Army musicians. Now, it has escalated to where we're recruiting top-tier professional musicians, either who have been working professionally already or are from colleges or music conservatories around the country. They have to have some significant and highly developed skills for us to have the flexibility we need."

The higher skill level of musicians joining the Army is part of why the length of

AIT was shortened, Johnson said.

"Because we're able to recruit much higher-quality musicians, we're able to, one, shorten our AIT down to 10 weeks and, two, focus on performing and entertainment instead of having to focus on the basics of, 'can you play your scales or not?'" Johnson said. "We can assume that, when you are coming in with a master's degree, you know something about playing scales."

Instead of music basics, the Army teaches the young musicians flexibility and how to be a Soldier, Camarda said.

"Most musicians in the civilian sector tend to specialize in a section of music," Camarda said. "Some people are jazz

Above: Staff Sgt. Rodolfo Rendon plays the bongos during a rehearsal in March at the U.S. Army School of Music at Joint Expeditionary Base Little Creek-Fort Story, Va. The small group was a combination of Senior Leader Course and Advanced Leader Course students preparing to perform at the end of their course. **Previous pages:** Staff Sgt. Iaian Thompson belts out a tune during a rehearsal of a rock group.

players or country players. The thing about military musicians is they have to span the whole spectrum from patriotic, small-group music, to full concert band, to popular music, to swing, to Latin, to jazz … everything. They have to put on the different hats and learn the different styles, which is pretty much unheard of. Very few people do that anywhere else. And they have to be a Soldier, too.

"Some people we're training how to be more conservative, to be able to do the military portion," he said. "A lot of other people are inherently quiet or conservative, and we have to train them in how to become a rock star on stage. That's the task of our school, to create the musician who can do these extremes."

Though some might be surprised that people with advanced degrees are enlisted musicians in the Army, Camarda said that often stems from a love of playing an instrument that the musician has practiced for years.

"A lot of people come in with advanced degrees, and in any other profession they would have become officers," said Camarda, who himself has a master's degree in music education from Columbus State University. "In music, these individuals are so passionate about that skill they've learned, that that's all they want to do. They come in specifically to contribute that skill to the Army. In order to cross over to the officer ranks, they have to set that aside and take a management position. So even with advanced degrees, they make a conscious decision, 'Hey, I've trained my whole life to be a musician; I want to

continue to be a musician.' So they come in as specialists. They are serving as an E-4 with, in some cases, a master's degree. But they are doing what they love to do, and to them that's more important."

Special bands

Most Army Band musicians are part of the 42R military occupational specialty. They go through AIT at the Army School of Music, and they are assigned to field bands around the world. Most Army bands people see perform are those field bands.

But there is also the 42S MOS, which are the "special bands." The four special bands are The U.S. Army Band "Pershing's Own," and the Old Guard Fife and Drum Corps at Joint Base Myer-Henderson Hall, Va.; the U.S. Military Academy Band at the U.S. Military Academy, N.Y.; and the U.S. Army Field Band at Fort Meade, Md. Getting into these bands is by audition only, and it is a stabilized assignment for a musician's entire military career. Musicians typically enter these bands at the staff sergeant level.

Master Sgt. Michael Parnell, a trombonist and the unit historian for The U.S. Army Band "Pershing's Own," said his goal as early as his freshman year at the University of Kansas was to develop his skills to the level to join one of the Washington, D.C.-area Army bands. His professors encouraged that effort and told him about the many benefits to being in Army Bands.

"I was looking at the big picture of benefits," Parnell said. "The pay is fantastic by comparison, and that's a big component. It's a permanent duty station. To have a stabilized gig where your spouse can have a career is fantastic. The benefits package was a big piece of it for me."

Even with the changing musical tastes of the nation, and the efforts at the Army School of Music to focus on small groups, Parnell sees a strong future for the large concert bands. For one, concert bands are still a huge part of the musical education system. And many missions and formal ceremonies call for a large concert band.

"The missions and ceremonies that we do are very important," Parnell said. "The military supports the troops with entertainment, and we are the entertainment for that. For instance, a change of command ceremony — we'll have a band that will play traditional marches, 'The Star-Spangled Banner,' 'Stars and Stripes Forever,' patriotic music. That's what that culture expects when they go to a ceremony. It's what they've grown up with."

NCO leadership

With such an educated group of professionals, the leadership of NCOs in Army Bands changes, but remains important. Leading a group of Soldiers with a high level of skill and high level of education requires NCOs to listen more to those whom they are leading, Johnson said.

Sgt. Joshua Head performs in a brass quintet at the Gator Inn dining facility on Joint Expeditionary Base Little Creek-Fort Story, Va. The performance was a culminating event for a group of Advanced Individual Training students. "You can fit one brass quintet on a Black Hawk, so we can hit those little forward operating bases in the middle of nowhere," said Sgt. First Class Christopher Wallace, horn instructor at the Army School of Music. "This is the kind of training that will help people be ready for that."

As part of Advanced Individual Training, a music performance team reacts to a mock attack after a performance. During the scenario, the team performed a 20-minute set of music, then faced an attack as a commander was thanking them for their performance. "It's their first exposure to what might happen if they deploy," said Master Sgt. Michael Schucker, director of operations, plans and support at the Army School of Music.

"Other MOSs, their NCOs are leading privates," Johnson said. "We don't have to do that on a typical basis, because everybody does come in as E-4. One thing we try to teach our folks coming through the course is that you do have a higher level of maturity. The last stats I saw showed the band field as being the most educated of all MOSs. As a result, our NCOs and senior NCOs end up working with some very smart people. They will have as their subordinates some people who may be coming into the Army straight out of working in Nashville for a living or working on a cruise ship for a living, which is pretty significant as far as musical experience that they are bringing into the Army with them. So we have to teach our guys that sometimes you have to shut up and listen and allow your subordinates to step up, and to listen to their ideas because a lot of times the subordinate is a better player, maybe even has more experience."

When creating the small groups that are the focus of Army Bands today, you need senior NCOs who know how to blend all the personalities and skills into a musical whole, said Sgt. 1st Class Jonathan Graham, a senior group leader at the Army Bands NCO Academy.

"Senior NCOs in the band field today need to know their own strengths and weaknesses, along with those of their Soldiers," Graham said. "Then they need to know how to employ everybody's strengths to come up with those creative teams."

Senior NCOs can end up leading non-bandsmen while deployed, Graham added.

"It's not uncommon to find yourself as a senior NCO, the commander of a vehicle forward-deployed in a convoy, and you are the highest-ranking person in that convoy," Graham said. "You still have to know all the basic Warrior Tasks and Battle Drills."

Hearts and minds

Performing for Soldiers while deployed is one of the most rewarding parts of being an Army musician, said Master Sgt. Michael Schucker, director of operations, plans and support at the Army School of Music.

"That's the most rewarding time as a bandsman — when you're deployed," Schucker said. "You travel off the big base, you go to this little base that just popped up, and you perform for people who don't have Internet. They get mail once a week; they get hot meals once a week, and you can bring something to them. The USO doesn't go there. Toby Keith is not going to play there. Those are the best gigs. It might be for 10 people, but it's rewarding because you are really giving them something."

Most Soldiers don't realize just how much traveling Army musicians do in war zones, Schucker said. While some Soldiers may never leave the relative safety of a large base, Army musicians are constantly traveling and could leave the base hundreds of times during a deployment.

"People think, 'You're in the band, you're not a Soldier. You don't do this, you don't do that,'" Schucker said. "But we do. We deploy just like everybody else. We do [physical training] tests. We do Warrior Tasks and Battle Drills. As a matter of fact, when we deploy, I don't think anybody travels more than the band."

"One of the most dangerous things in-theater is moving, traveling from place to place," Camarda added. "Our bands do that continuously. That's what they do: perform, pack up, move, perform. They often do their own convoys and security. They can be in danger more often than those who have jobs that keep them on the [forward operating base]."

One often-overlooked aspect of performing for deployed Soldiers is the effect those performances can have on local nationals, Wallace said.

"We want to get out there and reach these Soldiers in hard to reach places where they don't have a lot of support," Wallace said. "We go in and entertain them and help them unwind. That helps them do their jobs better. Additionally, we always run into local nationals, and they see our culture, our music. They see us having a good time; they realize we're all basically the same. Then they relax more around Americans and our troops, tend to open up more and work with us a little more cooperatively. I've seen that in Iraq."

The last decade of war has changed the Army, and that applies to Army Bands, as well. Army musicians are now more flexible, more mobile and more skilled than ever before. They are ready to march, or rock, into any situation and entertain a crowd. They are prepared for whatever comes next.

"We've already adapted to an Army at war," Camarda said. "Now we're looking ahead and seeing that the Army has different types of struggles. Those struggles may involve maintaining the support of our citizens through this financial hardship. How are Army Bands going to remain a relevant and important tool for the Army to ensure it has the continued support of our people? We're already thinking of ways to get in front of that and provide the Army with the best product possible to help that transition." ⩔

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FIFE & DRUM CORPS: OLD UNIFORMS, MODERN MISSION

STORY BY
MICHAEL LEWIS NCO Journal

Of all the Army Bands, none is quite like The Old Guard's Fife and Drum Corps. Like a time warp on the White House lawn, the sight of two dozen fife, bugle and drum players wearing Continental Army uniforms and wigs is a spectacle that harkens back to the earliest days of the American Soldier.

But behind the music is a unit that likely houses the highest concentration of advanced degrees held by NCOs in the entire Army and whose physical demands require special training sought out by others in the corps' parent unit, the 3rd U.S. Infantry Regiment (The Old Guard).

Based a stone's throw from the Pentagon, at Joint Base Myer-Henderson Hall, Va., the 70 bandsmen of the Fife and Drum Corps — 69 NCOs and their commander, a warrant officer — are unique in many ways. Recruits must audition to join them, newbies rise from basic training to staff sergeant in about six months, and once in, they rarely leave the unit before a decade or two of service.

Though in "colonials" when performing, their usual uniform is the same Army Combat Uniform every other Soldier wears, and the stripes of their rank insignia still indicate a tactically and technically proficient NCO, said Sgt. Maj. Gregory Rock, the corps' sergeant major for the past nine years.

"Nobody else in any of the armed forces does what we do," Rock said. "We maintain a tradition, we maintain a heritage — not only for the military, but for the country."

That heritage is based on the vital role of the fifer and drummer during the American Revolution. They were the commander's primary means of communication to his troops amid the commotion of the battlefield.

"They didn't have radios," Rock said. "So the fifer and the drummer were usually close to the commander, and when the commander said, 'Right flank,' they'd have a call and a drum beat for it."

The din of battle was no match for the high-pitch sound of a fife, which can be heard up to two miles away, he said.

"When we go to elementary schools and try to explain this to them, we have a demonstration: We tell them to scream as loud as they can, and as soon as they hear the fife, to stop screaming. They start screaming; but once we play the fife, it cuts right through."

Other field instruments, like the bugle and drum, were also used throughout the Army's history to sound charges and signal battle movements.

"Some cavalry units in Europe even used big timpani and kettle drums on horseback," Rock said.

And when not in battle, the fifer and drummer helped buoy spirits by entertaining troops in the camp.

Today, the Fife and Drum Corps fulfills a similar mission, entertaining across the country, marching during ceremonies, and playing at the White House whenever dignitaries arrive — a total of 300 to 500 performances a year. And each one must be perfect, said Master Sgt. Russell Smith, the corps' bugle group leader, who has been with the unit for 17 years.

"A standard test, if you get a few wrong, you'll get a 90 or a 95 on it; that's an A," Smith said. "In our organization, sometimes you're on the White House lawn. If you miss 5 percent of your notes, people are going to hear 5 percent of missed notes. And if you're out of step out there with 26 other people — in front of CNN, C-SPAN, Fox News, the pope and the queen of England — and you miss 5 percent of your steps, people are going to notice. If everybody in the group misses 5 percent, then it's 100 percent failure."

"We have to maintain that standard," Rock said. "That's what we're known for — our precision, our musicality, our performance. Without that, we don't have an identity."

The corps thusly seeks the top instrumentalists in the country, most of whom have college degrees in music, Rock said.

"Right now in the unit, we have four doctors of musical arts, about 27 with master's degrees and 23 with bachelor's degrees. And two more are about to finish their D.M.A.," he said. "We don't require a degree, but the level of performance and ability almost dictates that you have some sort of further education."

But because of the corps' special repertoire, even those with doctorates require specialized training once they arrive.

"Most of our D.M.A.s are in trumpet or flute performance, not fife and drum," Rock said. "In essence, when we hire somebody, we hire them on their potential and their ability to do what we do. Here, if you're a trumpet player, you're going to have to learn how to play the bugle we play, which is similar but different than the trumpet. Same thing with the flute and the fife. We also teach them how to march like we do. No one marches like we do."

Joining the corps

The corps only auditions for slots when one is open, and only a handful open up each year. Once selected, potential corps members head to basic training, and then to the corps' own specialized version of Advanced Individual Training at its headquarters.

"We have a four- to six-month period, depending on the individual, to go through that phased training," Rock said. "Upon completion of that, they appear before a board, and if they pass the board, we promote them to staff sergeant."

Though extraordinarily quick, the rank is indicative of their specialized training, said Staff Sgt. Scott Jamison, the NCO in charge of the corps' drum shop.

"That's part of the reason we become NCOs so relatively fast," he said. "We have a background before entering the Army of years of training to do what it is we do. Without that time we put in the practice room or on the field, we would not be able to do that. So the Army takes that into consideration."

"And of course, you're dealing with musicians who, on the whole, have greater discipline," Rock said. "Anyone who has gone to college has had to have practiced discipline — starting something and finishing something and understanding processes."

Once corps members, they are expected

Left: The 3rd U.S. Infantry Regiment (The Old Guard) Fife and Drum Corps performs Sept. 15 in the "Spirit of America" show in North Charleston, S.C.
PHOTO BY EBONI EVERSON-MYART

Previous pages: Sgt. 1st Class Donald P. Francisco, a fifer, marches June 30, 2011, during the Armed Forces Farewell Tribute held in honor of Defense Secretary Robert M. Gates at the Pentagon. PHOTO BY TECH. SGT. JACOB N. BAILEY

to remain proficient in their musical ability as well as their physical fitness. Apropos of their being a part of the nation's oldest infantry regiment, the fifers and drummers of the corps are on their feet constantly, spending hours standing during ceremonies. As odd as it may initially sound, that requires special training.

"We have a standing endurance test, because we're on the marks for a long time and we don't move," Rock said. "That's more than a physical ability, that's a mental discipline as well. So we've had to implement that into our training program.

"The Old Guard has used some of our endurance testing procedures — how we do the training itself and how we validate it — for the Continental Color Guard, for example," Rock said. "Those guys, more than us, cannot fall out. You can't have a guy carrying the national colors in front of the president of the United States fall out. It's not an option."

"A lot of people who are going to be reading this are going to be saying, 'Standing in a ceremony? That's not a big deal,'" Smith said. "But this ceremony we're going to do on Friday, it's going to be the better part of an hour and a half of just standing there at modified attention or parade rest. It's still not moving a muscle. If you do that for 20 years, it does start to take a toll on you."

Another occupational hazard can be the corps' ceremonial uniforms — colonial-style wigs styled by the musicians themselves and wool reproductions of what was worn by Gen. George Washington's fife guards. In both the steamy summers and snowy winters of Washington, D.C., they can be uncomfortable. They can be uncomfortable for another reason, Rock explained.

"Our parent infantry unit is the Commander in Chief's Guard — A Company," he said. "They wear blue coats with red facings. Musicians traditionally wore the opposite so that the commander could easily grab them in the confusion and smoke of battle and get a signal out to the troops. It was also considered proper battlefield etiquette not to shoot the musician — though a lot of times it happened anyway.

"So because of our uniforms' color, we get called 'redcoats' a lot," Rock said. "We've been on parades before and had things thrown at us because people thought we were British. We did a St. Patrick's Day parade in Boston a couple of years ago and had toilet paper thrown at us because we were 'British.' Not many people know that musicians wore the opposite color."

Being an NCO in the corps

Amid the long hours practicing, performing, preparing their uniforms and instruments, and traveling to shows all over the country, the corps' musicians must also attend to the same duties and responsibilities as any other NCO: showing what right looks like and taking care of Soldiers.

"Regardless of your [military occupational specialty], you quickly find out when you are put in a position of leadership that accomplishing the mission and taking care of Soldiers is serious business," Smith said. "Regardless of MOS, that is an NCO's job. One of the facets of our job is to tell the history of the Army. But we also represent a high level of standards — the way we march, the way we play, the way we wear our uniforms."

And even with a near-constant schedule of traveling, there are many opportunities to counsel and develop Soldiers, said Sgt. 1st Class Melissa Dyer, a fife section leader who has been with the corps for 14 years.

"We spend a lot of time together, so a lot of that mentoring happens on the road, on the bus, on the plane — on accident, really," Dyer said. "Because it is such an incredibly educated group of people, they want to get better, they want to be smarter, they want to read the books, they want to do the work.

"You're not going to pin on the stripes and know what to do," she said. "You're going to have to work at it."

"It's straight from the NCO Creed: 'Competency is my watchword,'" Smith said. "You really learn that here. It really doesn't matter what MOS you are in, once you're in the spot of having to make something happen, having to make sure that people can do it in the most effective way and really taking ownership of that, that's applicable to all leaders across the Army."

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Right: Staff Sgt. Scott Jamison, the NCO in charge of the Fife & Drum Corps' drum shop, tightens the rope that holds together one of the corps' large snare drums.
PHOTO BY MICHAEL L. LEWIS

Odierno honors 'incredible' acts

Sergeant awarded Silver Star for taking over his platoon's leadership after debilitating attack

BY DAVID CROZIER
NCO Journal

A corporal serving with 2nd Platoon, "Devil" Company, 2nd Battalion, 4th Infantry Regiment, 4th Brigade Combat Team, 10th Mountain Division, took matters into his own hands after most of his platoon's leadership was severely wounded during an insurgent attack in September in Afghanistan. His actions on that day led to him being awarded the Army's third-highest medal for valor, the Silver Star, last month by the Army's chief of staff.

Sgt. M. Joshua Ryan Laughery was presented the medal May 1 by Gen. Raymond T. Odierno at a ceremony at Glory Chapel at Fort Polk, La.

"Today, we are here to recognize M. Joshua Laughery for his demonstrated courage and leadership when confronted by a determined enemy," Odierno said. "There are Soldiers, your brothers in arms, alive today because of your heroic acts of valor, and today we pay tribute to your incredible bravery."

Speaking to a crowd that included several of Laughery's family members, including his wife and two daughters, Odierno recounted the events of the day when Laughery, then a corporal with the battalion's counter-improvised explosive device platoon, was conducting a battle-damage assessment of the Mashin Kala village in Wardak province, a known enemy stronghold.

"The platoon was conducting a patrol through the site, [and] seven of them dismounted and came under concentrated enemy fire," Odierno said. "The platoon fought back and tracked down the remaining insurgents. The firefight was intense [with] smoke grenades and gunfire, chaos only those involved could understand."

◀ **Army Chief of Staff Gen. Raymond T. Odierno presents Sgt. M. Joshua Ryan Laughery with the Silver Star on May 1 at Fort Polk, La., for his actions during a battle in Wardak province, Afghanistan, in September.** PHOTO BY STAFF SGT. TEDDY WADE

After the attack, Laughery's platoon followed the insurgents into a cellar complex of several rooms, using smoke and fragmentation grenades to neutralize the insurgents. As the Soldiers entered the cellar opening, an insurgent came rushing out toward the squad firing an AK-47 rifle, ultimately colliding with the platoon sergeant while simultaneously deploying a grenade. The grenade detonated in very close proximity to the platoon sergeant and senior team leader, wounding them and seriously injuring the section sergeant and platoon medic.

"In that moment of time [when the decision] to lead or be led was upon him, Sgt. Laughery didn't even hesitate," Odierno said. "There is little more that we can expect from our Soldiers and leaders today, especially in combat, than what he demonstrated on that day."

Laughery, recognizing that every NCO in his platoon's support channel was wounded, immediately and without orders coordinated for casualty evacuation and additional security from Devil Company's quick-reaction force. Laughery then established a casualty collection point, clearing the large *qualat* (an Afghan building) above the cellar to ensure local security and allow for further treatment of his wounded comrades.

Laughery then grabbed another Soldier and led the team into the direction of enemy fire inside the dark cellar complex, where they fought in a confined and dangerous environment. He engaged and killed one insurgent at a distance of less than three feet.

When the platoon ran out of fragmentation grenades, Laughery directed a Soldier to employ an incendiary grenade. After the effects of that grenade subsided, and with disregard for his own safety, Laughery again led the team to clear the cellar complex, where he engaged another insurgent while receiving automatic rifle fire from less than 20 feet away. After the team killed all the insurgents in the complex, Laughery conducted a nonstandard ground casualty evacuation of the wounded troops to Combat Outpost Sultan Khel while under continued threat of attack from an unidentified enemy rocket-propelled grenade team.

"His platoon sergeant said that it was very moving to watch this corporal, who went from being a senior gunner to a platoon sergeant and a platoon leader in an instant, executing his job flawlessly," Odierno said. "That is what the Army profession is founded upon. He is what our Army is built on. It is about Soldiers and how they do their mission, and he is such a great example. … He is very proud of what he did, but he sees it as just another mission, and that is what makes these young men and women so motivational to me. I am very proud of him. He has a beautiful family, and I see a great career from him."

Laughery said his training guided and prompted his actions.

"I am not sure if I was really thinking at all. The training just kind of kicked in," he said. "Seeing my guys down just kind of motivated me and the rest of my platoon to do what we needed to do to get everybody safe and back to the [combat outpost]."

Laughery said that though he believes he didn't do anything heroic, being awarded the medal by the Army's chief of staff was "incredible."

"To have him here and to talk to me and tell me I did something right, [that] I did something good, and I am being recognized for it, is amazing" he said. "It is something that I never thought would happen to me.

"It is an incredible honor … being able to tell the story of my guys, because I didn't earn this by myself," he said. "The rest of the guys that were out there that day helped and did everything they could. It was a 100 percent group effort [to] bring everybody home safe." ⩔

Ranger named Army's premier paralegal

BY VINCE LITTLE Fort Benning Bayonet

A Soldier from Fort Benning, Ga., has been named the Army's top junior enlisted paralegal specialist.

Staff Sgt. Raymond Richardson Jr. of Headquarters and Headquarters Company, 3rd Battalion, 75th Ranger Regiment, is the 2012 Sgt. Eric L. Coggins Award for Excellence recipient. He was honored May 11 during a ceremony at Fort Benning's Office of the Staff Judge Advocate. He will formally receive the award this month from Lt. Gen. Dana Chipman, the Army's judge advocate general, at a ceremony at the University of Virginia in Charlottesville.

Richardson

"It really is an extremely significant achievement," said Col. Meg Foreman, staff judge advocate for the Maneuver Center of Excellence and Fort Benning. "This doesn't happen very often in a staff sergeant's life. The award is meant to recognize what right looks like. We're very proud to claim him as our own."

Officials said Richardson is the second Ranger to earn the Coggins Award, presented annually to the most outstanding paralegal in the JAG Corps. Maj. Gen. Walter Huffman established the award in 1998 during his tenure as the Army's top legal officer.

Coggins' skills as an Army paralegal serving in South Korea led him to be selected as the NCO in charge of the Camp Stanley legal office while still a specialist. He then volunteered for duty in Kuwait, where he became NCOIC of the Camp Doha legal agency. When Iraqi forces threatened the country, he

PARALEGAL CONTINUED ON NEXT PAGE →

← PARALEGAL CONTINUED FROM PREVIOUS PAGE

also served as a machine gunner on the camp perimeter and as a gunner on the commander's tank.

After Coggins died from liver cancer at age 23, the award was announced in his honor.

"It's very humbling," Richardson said after the ceremony. "I knew about this award since I was an E-4. I always thought it would be nice if I even got nominated for it. That would be an honor in itself, because of who he was."

Only those in the ranks of specialist through staff sergeant who "demonstrate both exceptional Soldier and paralegal skills" are eligible to compete for the award. High Army Physical Fitness Test scores and superior character are among the other criteria.

Command Sgt. Maj. Chris Hardy, the command sergeant major of the MCoE and Fort Benning, said U.S. Army Special Operations Command nominated Richardson.

"That speaks volumes about his performance and what he brings to the fight day in and day out," Hardy said. "It's a tough job, with the high [operational tempo] and deployments in the Ranger Regiment. … He provides critical advice to commanders that normally a captain or major would offer up."

Foreman said Richardson operates with much less supervision than other NCOs in his office.

"Only a natural, proactive leader gets put in that position," she said. "He's really on his own. He has to figure it out and has to be right."

Richardson arrived at Fort Benning last year as the battalion paralegal and graduated from Ranger School in October.

He said he's "still trying to comprehend" the magnitude of winning the Coggins Award.

"You're a paralegal, but you're a Soldier first. I always try to set the example for others," he said. "I'm really not looking for any recognition. I'd be fine if they just gave me a pat on the back and said, 'Good job.'" ⩔

Lifesavers

▲ Staff Sgt. James Liggon (left), Staff Sgt. Ramon Delgado and two other members of the 316th Sustainment Command (Expeditionary) carry a simulated casualty on a litter through an obstacle course March 15 during the physical evaluation portion of the Combat Lifesaver Course at Joint Base McGuire-Dix-Lakehurst, N.J. PHOTO BY SGT. PETER J. BERARDI

BY EXAMPLE

Preparing who's next

As a platoon sergeant, Sgt. 1st Class Greggory Trenery helps ready those who will someday replace him

Sgt. 1st Class Greggory Trenery has returned to the Army three times. Originally joining in 1986, Trenery first returned during Operation Desert Shield. Most recently, he returned in 1998 to help provide for his four children. Currently a platoon sergeant in B Battery, 2nd Battalion, 11th Field Artillery Regiment, 2nd Brigade Combat Team, 25th Infantry Division, at Schofield Barracks, Hawaii, Trenery led his platoon during its 2011 deployment to Iraq.

Why have you continued to serve as an NCO?

It keeps me with Soldiers. One of the things I like about being an NCO is meeting new Soldiers and going through experiences with them and helping them in their choices and their careers and what they wanted to do — whether they stayed in the Army and made it a career choice or whether the Army set them up for success as a civilian.

What was a memorable time as a Soldier?

My first time, I was stationed in Germany and back then, we were still in the Cold War. I was in Germany when the Berlin Wall came down. It was interesting to see Europe during that time, and then going back now, to see how Europe has changed. It's very open now, and we train with all of the services over there.

As an NCO, what assignments have helped in your professional development?

Being a recruiter taught me a lot of things. I learned how to operate autonomously because most of what you do is solo and on your own. You have to really be a self-starter. There are people who push you in the right direction, but it's really up to you challenging yourself. When I was a recruiter, I never tried to sell the Army; I always thought the Army sold itself. I told people they could be as successful as they wanted to be in the Army; they just had to seize the opportunity.

How do you lead Soldiers?

As a platoon sergeant, I'm just preparing tomorrow's leaders today — trying to get them to follow or realize some of the things that I was taught when I was coming up in the Army.

What advice do you have for other NCOs?

Plan to train and then conduct the training you've planned. Teach those Soldiers out there who are going to replace you. There are thousands of excuses to not do something. We as NCOs have to find that one reason to do it and encourage and challenge those Soldiers to develop and improve themselves.

What impact do NCOs make on Soldiers?

As NCOs, we're the trainers and evaluators of every training event. There are established standards out there, and if you were to go to watch a unit conduct an Army Physical Fitness Test, at that unit you'd see numerous variations the way graders score an event. We as NCOs are the ones who allow for the bending or breaking of those rules or guidelines. Whatever the reason, we as NCOs are the people who need to enforce those standards. Every shortcoming we see is probably something that we created or allowed to happen.

What advice do you have for other NCOs?

NCOs need to seek out those things that take them out of their comfort zone, because that's what's really going to help them develop, that's what's going to challenge them, and that's really what we need to do and ask of ourselves. If you always stay within your comfort zone, you're never going to really develop.

— INTERVIEW BY JENNIFER MATTSON

▲ Sgt. 1st Class Greggory Trenery stands in front of the Virtual Army Experience truck when he served as a recruiter in San Antonio. PHOTO COURTESY OF SGT. 1ST CLASS GREGGORY TRENERY

‘I think God used us’

Fort Lee instructors’ quick thinking likely saved chaplain’s life

BY T. ANTHONY BELL Fort Lee

Staff Sgt. José Lozano can’t explain the thought process that recently motivated him and others to perform actions that helped save someone’s life.

Lozano, an instructor at the U.S. Army Ordnance School at Fort Lee, Va., was part of a bus monitoring detail with two other Soldiers on the morning of April 18. During the month-long duty, assigned troops provide a presence at school bus stops or make vehicle patrols through neighborhoods on the installation.

On this particular morning, however, as Lozano and two fellow NCOs — Staff Sgt. Tyronda Kelly, who teaches at the Army Logistics University’s Logistics NCO Academy, and Staff Sgt. Nakia Wallace, a Quartermaster School instructor — were traveling through the Adams Chase neighborhood, they came upon a man lying on the bench of a bus stop. Kelly, noting that the man showed signs of disorientation, asked if everything was OK.

▲ **Staff Sgts. José Lozano, Nakia Wallace and Tyronda Kelly, instructors at the U.S. Army Ordnance School, Quartermaster School and Logistics NCO Academy respectively, rendered life-saving procedures April 18 to Col. James White, the Fort Lee, Va., installation chaplain.** PHOTO BY T. ANTHONY BELL

“He looks up and says, ‘Oh, I’m OK. I’m just taking a little break.’”

Not convinced the man was well, the Soldiers further pressed for reassurance and offered him a ride home.

He accepted the offer, but collapsed as he began to move toward the vehicle. The three quickly exited the vehicle to help him to his feet, Kelly said.

“That’s when I remember him taking a gasp — he was gasping for air,” he said.

Wallace thought to seek medical assistance.

“I immediately started dialing 9-1-1,” and began taking steps to prevent shock because the man seemed to be suffering from a heat injury, she said.

“We thought he had over-exerted himself,” she recalled.

But the situation escalated further when the man stopped responding to questions, looked incoherent and was found to have stopped breathing, Kelly said.

“From that moment, I immediately started doing CPR,” Kelly said. Simultaneously, Lozano made sure to keep the victim’s airway open.

The three Soldiers had established a casual relationship during the course of the bus monitoring duties that brought them together for the first time. That familiarity, and the fact that they are Soldiers trained to the same standard, contributed to a working chemistry, Lozano said.

“We were all doing our own thing together, in unison,” he said of their efforts to render assistance to the victim.

The man, Chaplain (Col.) James R. White, the installation chaplain, was later rushed to a hospital, where it was determined that he had suffered a heart attack. He was released April 23 and, after resting with his family, returned to light-duty status in mid-May, said his NCO in charge, Sgt. 1st Class Naomi L. Rankins.

The colonel is in his 30th year of service and was scheduled to retire this month.

“Thanks to those NCOs, we can give him the retirement ceremony he deserves — on two feet!” Rankins said.

In retrospect, the Soldiers said that helping to save a life is a profound experience.

“I’m blessed and feel real good (about what happened),” Kelly said. “All I can say, honestly and truthfully, is that if I was ever in that situation, I would hope that someone would be able to take care of me.”

Wallace has a more spiritual assessment of the event. She said she believes that the Almighty placed her and her battle buddies there because He has a plan for the chaplain.

“I think God used us as vessels, and we were there at the right place and right time,” she said.

THIS MONTH IN NCO HISTORY

June 6, 1944

Staff Sgt. Harrison C. Summers, a West Virginian serving in 1st Battalion, 502nd Parachute Infantry Regiment, 101st Airborne Division, had just landed behind enemy lines as part of the airborne drops that prefaced the D-Day invasion of Normandy. Separated from the rest of his unit, he was nonetheless assigned 12 men — he didn't even know their names — and the task of attacking a nearby complex of buildings, an objective originally intended for an entire battalion.

Undeterred by the long odds or his troops' reluctance, he charged into the first building alone, killing four German soldiers with his machine gun. It was then that Summers realized the complex was in fact a German barracks. Undaunted, he proceeded to a second building where he killed six more enemy troops.

As he rested for a charge toward yet another building, a captain from the 101st arrived and offered to help lead the offensive but was shot in the heart. Alone again, Summers moved to the next building, killing six more German soldiers and turning over the rest to his squad as prisoners.

Resting again before pushing on to the remaining buildings, Summers was asked by one of his troops why he continued to go at it alone.

Summers

"The others don't seem to want to fight, and I can't make them," was Summers' response, wrote Stephen Ambrose in his book, *D-Day, June 6, 1944: The Climactic Battle of World War II*. "So I've got to finish it." With the help of two privates, Summers neutralized the rest of the German position after five hours of fighting.

Called by Ambrose a "legend with American paratroopers," and the "Sgt. York of World War II," Summers was awarded the Distinguished Service Cross and earned a battlefield commission to first lieutenant. Though attempts were made to upgrade the award to a Medal of Honor, the paperwork was lost.

Summers died of lung cancer in 1983.

— COMPILED BY MICHAEL L. LEWIS

TRADOC honors its top instructors

BY FREDERICK R. POOLE
Training and Doctrine Command

Three NCOs were among seven Soldiers and civilians from U.S. Army Training and Doctrine Command schools who were recognized as Instructors of the Year on May 3 during the fourth Annual Army Learning Summit at Joint Base Langley-Eustis, Va.

Gen. Robert W. Cone, TRADOC's commanding general, thanked the recipients for their effort and dedication in teaching the Army's future leaders.

Staff Sgt. Adrienne Harmon, now a warrant officer and an instructor in the Veterinary Food Inspection Specialist Course at the U.S. Army Medical Department Center and School at Fort Sam Houston, Texas, was named the NCO Instructor of the Year.

The National Guard's Instructor of the Year, Staff Sgt. Jericho Ingold, was a Basic Military Police Course instructor at the 140th Regiment, Missouri Regional Training Institute, at Fort Leonard Wood, Mo.

"I have been Instructor of the Cycle, and Soldier of the Quarter," he said. "But to know that I was selected to represent the [National Guard] is pretty awesome."

Instructors were judged on their tactical and technical knowledge, communication skills, and military bearing.

Harmon

Ingold

Kennedy

Their contributions to training-literature development, research and article publication were also considered.

Master Sgt. Jeffrey Kennedy, the military intelligence analyst chief instructor for the 6th Battalion (MI), 95th Regiment, 80th Training Command, at Camp Bullis, Texas, and the Army Reserve Instructor of the Year, said he tells his fellow Soldiers that "we have to abandon the mindset of being *instructors* and become *teachers*."

"Anyone can mindlessly flip through a slide presentation and recite a lesson plan word for word," he said. "We have to study harder and know more than our students. … [If] a student has more experience on a particular subject, we have to exploit that opportunity and allow the student to train their peers and instructors." ⩔

1st AD tank crew wins inaugural cup

Fort Bliss team took early lead in best tank crew competition

BY VINCE LITTLE Fort Benning Bayonet

A tank crew from Fort Bliss, Texas, is the first to drink from the Sullivan Cup.

With the call sign, "Heavy Metal," the team from 2nd Brigade, 1st Armored Division, grabbed an early advantage on Day 1 with a dominant performance in the Maintenance Challenge and never let go, claiming victory May 10 at the inaugural competition at Fort Benning, Ga. The unit fended off teams from the 1st Cavalry Division's 1st and 3rd Brigades, both from Fort Hood, Texas, which came in second and third, respectively.

"I'm ecstatic right now. I'm loving it," said Sgt. Zach Shaffer, the gunner for 2nd Brigade, 1st Armored Division, moments after the awards ceremony. "We trained really hard and came out here to win."

Fifteen teams took part in the four-day competition to determine the Army's top tank crew. They included entries from Kuwait, the Washington National Guard and South Korea.

The team from the 194th Armored Brigade, which conducts basic training at Fort Benning, finished fourth, while the team from the 3rd Heavy Brigade Combat Team, 3rd Infantry Division, and the team from the host 316th Cavalry Brigade wound up fifth and sixth overall.

Brig. Gen. Thomas James, the U.S. Army Armor School commandant and the chief of armor, said organizers had three objectives with the Sullivan Cup: reinforce the importance of precision gunnery, emphasize the value of simulations when conducting gunnery and maneuver training, and reignite the armor force's customs and traditions.

"We had 15 of the best tank crews in the United States Army, and in my opinion, the entire world," he said. "It really is special.

"Armor crewmen — 4 percent of the force, 40 percent of the maneuver combat power. … We are unique because we're a small group," James said. "We know each other, we hang tough. We're ready to get back on tanks and fire big bullets."

The Fort Bliss crew established itself as a threat in the competition May 7 during the Maintenance Challenge, where it took apart an eight-block section of tank track and replaced it with a new chunk in less than 30 minutes.

"(They) just crushed the record," James said. "None of that crew had to talk to each other. They just executed, because they had done it before and knew what their responsibilities were. It was just a phenomenal effort."

Sgt. 1st Class Ryan Dilling, the tank commander for the 2nd Brigade, 1st Armored Division, team, said he and his teammates needed to set a good pace and maintain the lead throughout the week.

◀ From left, Spc. William Gunther, Pvt. Darren Rejonis and Staff Sgt. John Roberson, all members of the team from the 3rd Brigade Combat Team, 4th Infantry Division, at Fort Carson, Colo., drag a piece of track May 7 as they repair an M1 Abrams tank during the inaugural Sullivan Cup competition at Fort Benning, Ga. PHOTO BY STAFF SGT. CHRISTOPHER JELLE

Night fire

▲ Sgt. Carl Hawthorne of the 273rd Military Police Company (Rear Detachment), District of Columbia National Guard, fires tracer rounds from an M249 machine gun May 5 during crew-served weapon night fire training at Fort A.P. Hill, Va. PHOTO BY 1ST LT. MIRANDA SUMMERS LOWE

"We knew it wasn't a sprint; it was a marathon," he said. "We just had to take our time. … It's not a one-man job. We knew it was going to be hard. We just pushed each other till we got the job done.

"It's unbelievable and surreal. It's definitely something to win this cup, but it was tough with all the different events," Dilling said. "We had to prepare for anything and expect everything."

The week produced other memorable moments. In the Army Physical Fitness Test the first morning of the competition, the team from 1st Brigade, 1st Cavalry Division, won the event, led by Sgt. 1st Class Oscar Ayala, the crew's tank commander. In the past two years, he's had both hips replaced, yet still scored above 300 on the APFT.

Sgt. 1st Class John Swalley, the 3rd Heavy Brigade Combat Team, 3rd Infantry Division, team's tank commander, recently had reconstructive surgery for a torn anterior cruciate ligament in his knee. He limped to the finish line during the APFT run, then iced it up. A few hours later, he was dragging track across the motor pool in the Maintenance Challenge.

"You can all be proud," said Maj. Gen. Robert Brown, the commanding general of the Maneuver Center of Excellence and Fort Benning. "Nothing says teamwork like a tank crew — nothing. It was really inspirational to watch and see the efforts. … You will always remember participating in the very first Sullivan Cup. And it'll get better every year; I guarantee it."

Retired Gen. Gordon Sullivan, the Cup's namesake, watched parts of the competition and attended Thursday's awards ceremony. He entered the service as an armor officer in 1959 and retired in 1995 as the Army's 32nd chief of staff. Sullivan is now president of the Association of the United States Army.

"I'm really honored to have my name on this" he said. "But it isn't about me; it's about you. It's about the tank crews that are out there all over the world doing whatever they're being asked to do."

"You are leading the way." ⩔

Army wins big at Warrior Games

Wounded Soldiers find medals and inspiration at competition

BY JENNIFER MATTSON
NCO Journal

The Army medaled in 43 out of 70 events at the 2012 Warrior Games; Soldiers took the gold in both sitting volleyball and sitting basketball; and Army team members earned all three medals for the women's cycling event. But, the third annual competition wasn't just about medaling. It allowed wounded, injured and ill service members to come together and prove that there are many things they can still do exceptionally well.

The games took place from April 29 through May 5 at the U.S. Olympic Training Center and U.S. Air Force Academy in Colorado Springs, Colo. Participants from all branches of service and the British armed forces competed in track and field, swimming, indoor shooting, archery, and more.

Staff Sgt. Al Louangketh competed for a second year in sitting volleyball and archery. Stationed at U.S. Army Europe's Warrior Transition Unit in Schweinfurt, Germany, Louangketh worked with his unit to attend a sitting volleyball clinic in Oklahoma City. From there, he was selected to compete on the Army's team in the Warrior Games.

"For me, it was a form of getting back to who I was and what I was as a Soldier," Louangketh said. "Seeing fellow wounded Soldiers going out there and competing and giving all they had was a motivator for me. I want to take that back to my unit, help the injured Soldiers get back on their feet, and help them understand that there's stuff that they still can do with the injuries that they have. They can still be competitive and do stuff that they want to do.

"It was an inspiration to me to see all the Soldiers out there competing against the Marines, the Air Force and all branches of the armed forces. For me, it was a big eye-opener that I can still do things that I love. That's why I'm here," Louangketh said.

> **"Winning here is really the first step for them to say that they can still have a lot to offer."**
>
> **— GEN. RAYMOND T. ODIERNO**

He was injured Jan. 7, 2009, by a gunshot to his left leg while deployed to Balbi province, Iraq. His story and many others show the resilience and determination at the heart of every warrior, Army Chief of Staff Gen. Raymond T. Odierno told reporters at the track and field event.

"It allows them to set goals," Odierno said. "It also gives them a sense of accomplishment. It gives them an opportunity to say, 'As a wounded warrior, I can still do things. I can still accomplish things. I will be productive in life.' Winning here is really the first step for them to say that they can still have a lot to offer."

Odierno said he and other Soldiers have a lot to learn from the personal courage

◀ Army team member Cpl. Brian Miller reaches for the ball May 2 in a match against the Special Operations Command team during the second night of sitting volleyball competition at the 2012 Warrior Games. The Army won the match 25-16, 26-24. PHOTO BY JENNIFER MATTSON

▶ Bicyclists line up to start a race May 1 at the U.S. Air Force Academy's Falcon Stadium.

▼ Army and Air Force participants remove arrows from a target while scoring the archery event May 2 at the U.S. Air Force Academy in Colorado Springs, Colo. PHOTOS BY JENNIFER MATTSON

and example of those competing in the games.

"It's an inspiration for me to be here and to watch them," Odierno said. "They inspire me; they make me feel good about our Soldiers and their commitment. I think the American people should have an opportunity to see their determination and their dedication. They're such a great example for all of our Soldiers."

One such example is Staff Sgt. Krissell Creager-Lumpkins, who was singled out by Michelle Obama when the first lady opened the games. Creager-Lumpkins, who suffered a traumatic brain injury during a training exercise, told Obama that the Warrior Games allow her and other athletes to show "other wounded, ill and injured Soldiers that your injuries don't define you, they amplify you."

Obama said she was inspired by the service members who were participating in the games and members of the British armed forces, who competed in the games for the first time.

"No matter how seriously you're injured, no matter what obstacles or setbacks you face, you just keep moving forward," Obama said. "You just keep moving forward. You just keep pushing yourselves to succeed in ways that just mystify and leave us all in awe."

Staff Sgt. Stefanie Mason, who competed in the swimming and cycling events, joined the Army Reserves in 2003 and currently serves with the 352nd Civil Affairs Command at Fort Meade, Md. While on her third deployment, she was critically injured in a motor vehicle accident in Afghanistan, which resulted in moderate traumatic brain injury. Mason said preparing for the Warrior Games has helped her overcome her injuries.

"It helped me mentally and physically to get better," Mason said. "Before I was injured, I was always in a competitive mood; I was always athletic. I did the Army 10-Miler the day I left for the [mobilization] station. Participating in the Warrior Games allowed me to get back into that state to be competitive. And it helped me physically to get in shape. It built my strength up."

Competing with other wounded warriors has allowed Mason to see her challenges and obstacles in a more positive way, she said.

"We don't focus on our disabilities, we focus on our abilities," Mason said. "What can we do? We say, yes, we might not be able to walk or run, but there are other activities we can do. And that's something positive that's important for any Soldier who is out there, whether they're in [the United States] or in-theater. What can we do to help overcome an obstacle? That's what makes a person a leader — because they can adapt and overcome those obstacles."

Through her service in the Warrior Transition Battalion at Walter Reed National Military Medical Center in Bethesda, Md., Mason said she's learned things training for the competition that are applicable to all NCOs. By representing the Army in the Warrior Games, NCOs are able to take the lead and set the example, Mason said.

GAMES CONTINUES ON NEXT PAGE →

Army team highlights

Soldiers brought home many medals at the 2012 Warrior Games held April 29 through May 5 at the U.S. Olympic Training Center and the U.S. Air Force Academy in Colorado Springs, Colo. A complete list of the awards is available online at: *http://j.mp/warrior2012*.

ARCHERY: ●●●● The Army brought home 4 silver medals in the archery events, which included team competitions. Medals were earned by Fred Prince, Ben Tresscott, Justin Steele, Jessie White, Kinga Kiss-Johnson, Curtis Winston and Al Louangketh.

CYCLING: ●●●●●● Soldiers earned 2 gold, 1 silver and 3 bronze medals. Medals were awarded to John Masters, William Longwell, Anthony Robinson, Tanya Anderson, Margaux Vair and Lacey Hamilton.

SHOOTING: ●●● Army teammembers merited one silver and two bronze medals during the indoor shooting competition. Medals were earned by Fred Prince, Benjamin Tresscott and Justin Miller.

SITTING VOLLEYBALL: ● The Army team brought home the gold in the sitting volleyball competition.

WHEELCHAIR BASKETBALL: ● The Army team won gold in the wheelchair basketball competition.

SWIMMING: ●●●●●●●●●●●●●●●●●●●● Soldiers won 6 gold, 10 silver and 9 bronze medals. They were Michael Kacer, Danney Dudeck, Rhoden Galloway, Chanda Gaeth, Jasmine Perry, Stefanie Mason, Elizabeth Wasil, Landon Ranker, Ryan McIntosh, Tim Patterson and Kenny Griffith.

TRACK & FIELD: ●●●●●●●●●●●●●●●●●● The Army earned 8 gold, 6 silver and 9 bronze medals. Those winning medals in track and field were Margaux Vair, Krissell Creager-Lumpkins, Lacey Hamilton, Tanya Anderson, Kinga Kiss-Johnson, Chada Gaeth, Monica Southall, Antone Williams, Ryan McIntosh, Brynden Keller, Bruce Gannaway, Robbie Gaupp, Michael Kacer, Juan Soto, Charles Allen, Anthony Pone and Delvin Maston.

← **GAMES** CONTINUED FROM PREVIOUS PAGE

"It's very important for all the NCOs and junior NCOs to realize that you can look at someone's potential and promote that potential so they can achieve," Mason said. "They lead here, and they lead by example."

During a visit to the games on May 2, Sgt. Maj. of the Army Raymond F. Chandler III cheered on the Army basketball and volleyball teams. Chandler said that the resilience of wounded warriors is a great example for all NCOs and Soldiers.

"They're amazing people, and we can learn a lot from them," Chandler said.

"The thing we all need to understand is that we all have things inside of us that we may not know. We all have brothers and sisters that are concerned about our welfare. And that's what resilience is all about, the ability to bounce back and recover."

Wounded warriors' professionalism and courage are examples of where the rest of the Army is headed, Chandler said. They are developing and honing their skills despite their injuries.

"Coming out here and being an example for the rest of the Army has a huge impact on who we're trying to be as a professional Army — people who have courage, character and commitment who are trying to inspire and motivate not only themselves but those around them," Chandler said.

Odierno also stressed the importance of having a robust sports program at Warrior Transition Units.

"The bottom line is that we're going to continue to promote our adaptive sports program," Odierno said. "This is something that we're going to have in our Army for a very long time, and we'll continue to support them."

◀ Sgt. Maj. of the Army Raymond F. Chandler III congratulates the Army's wheelchair basketball team May 2 after defeating the Air Force team 57-6. The Army team won the gold medal in the event.
PHOTO BY STAFF SGT. EMILY ANDERSON

Roll Call
OF THE FALLEN
Operation Enduring Freedom

Capt. Michael C. Braden, 31
Lock Haven, Pa., April 15, 2012

Staff Sgt. Andrew T. Brittonmihalo, 25
Simi Valley, Calif., April 25, 2012

Master Sgt. Gregory L. Childs, 38
Warren, Ark., May 4, 2012

Capt. Bruce K. Clark, 43
Spencerport, N.Y., May 1, 2012

Spc. Junot M.L. Cochilus, 34
Charlotte, N.C., May 2, 2012

Sgt. Nicholas M. Dickhut, 23
Rochester, Minn., April 30, 2012

Spc. Jason K. Edens, 22
Franklin, Tenn., April 26, 2012

Staff Sgt. Brandon F. Eggleston, 29
Candler, N.C., April 26, 2012

Staff Sgt. Thomas K. Fogarty, 30
Alameda, Calif., May 6, 2012

Pfc. Dustin D. Gross, 19
Jeffersonville, Ky., May 7, 2012

Staff Sgt. Zachary H. Hargrove, 32
Wichita, Kan., May 3, 2012

Sgt. Tanner S. Higgins, 23
Yantis, Texas, April 14, 2012

Chief Warrant Officer 2
Nicholas S. Johnson, 27
San Diego, Calif., April 19, 2012

Sgt. Dick A. Lee Jr., 31
Orange Park, Fla., April 26, 2012

Spc. Chase S. Marta, 24
Chico, Calif., May 7, 2012

Pfc. Michael J. Metcalf, 22
Boynton Beach, Fla., April 22, 2012

Staff Sgt. David P. Nowaczyk, 32
Dyer, Ind., April 15, 2012

2nd Lt. David E. Rylander, 23
Stow, Ohio, May 2, 2012

Pfc. Christian R. Sannicolas, 20
Anaheim, Calif., April 28, 2012

Spc. Philip C.S. Schiller, 21
The Colony, Texas, April 11, 2012

Sgt. Jacob M. Schwallie, 22
Clarksville, Tenn., May 7, 2012

Sgt. Dean R. Shaffer, 23
Pekin, Ill., April 19, 2012

Spc. Manuel J. Vasquez, 22
West Sacramento, Calif., April 19, 2012

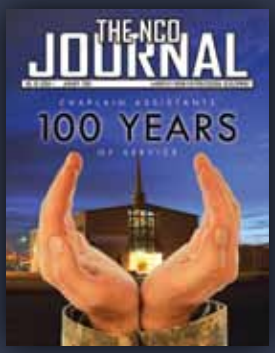
Chief Warrant Officer 2
Don C. Viray, 25
Waipahu, Hawaii, April 19, 2012

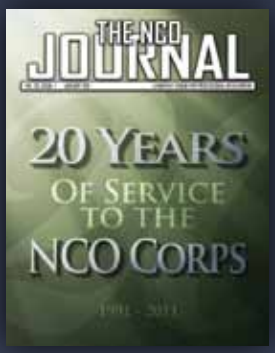
1st Lt. Jonathan P. Walsh, 28
Cobb, Ga., April 22, 2012

Sgt. Chris J. Workman, 33
Boise, Idaho, April 19, 2012

YOU ARE NOT FORGOTTEN

This is a continuation of a list that began in the October 2003 issue of The NCO Journal *and contains names released by the Department of Defense between April 7, 2012 and May 11, 2012.*





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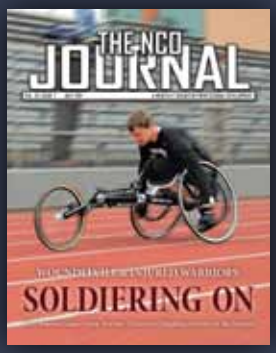

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